Working Well: Work and Health Programme & Job Entry: Targeted Support (JETS) Evaluation

2022 Annual Report

SQW

GMCA GREATER MANCHESTER COMBINED AUTHORITY

European Union
European Social Fund

Contents

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Date: 18/11/2022

Executive Summary

Introduction

1. This Annual Report has been produced as part of the ongoing evaluation of some of Greater Manchester's Working Well programmes by SQW. The report focuses on two programmes:

- The Working Well: Work and Health Programme (WHP), which started in 2018
- The Working Well: Work and Health Programme - Job Entry Targeted Support (JETS) programme, which was introduced in 2020 in response to the rise in unemployment from the COVID-19 pandemic.

Working Well: Work and Health Programme (WHP)

Who is on the programme?

2. Just over 20,000 people had started on the programme by the end of March 2022, out of nearly 30,000 who had been referred. The last year has continued to see challenges with the people referred not then starting on the programme. This resulted recently in a new referral process being introduced, which early results indicate is improving the conversion of referrals.

3. Those starting the programme have a range of barriers to work and support needs, including health conditions, long periods of unemployment, and low skills. In the first year of the pandemic those joining WHP had fewer barriers to work than previous starters, and so appeared easier to move into work. In the last year, those joining have had more barriers, although perhaps still closer to work than those who joined before the pandemic.

How is the programme providing support?

4. WHP offers personalised, holistic and intensive support to unemployed individuals to help them to address issues that are barriers to starting and sustaining employment. Each client has a Key Worker who is responsible for navigating the support offer of the provider and wider local services. Out-of-work support is provided for 15 months, with 6 months of in-work support also provided for those who start work.

5. During the pandemic the support offer switched to remote delivery. In the last year there has been a partial return to in-person support, with different approaches taken by each of the providers. The relative stability of the last year has enabled a renewed focus on improving delivery and outcomes.

6. The programme has made over 88,000 signposts to external support since it started, most frequently for support with mental health, CV, job application and interview preparation, socialisation and support network, and finance, benefits and debt advice. This activity and mix

reflects the expectation that the programme integrates with the wider support ecosystem to support clients, rather than just providing support in-house. This process has been supported by investment in Elemental, a system to facilitate easier referrals.

How many people has the programme moved into work?

7. By the end of March 2022, nearly 7,400 clients achieved a job start, with 41% of those who had completed the 15 months of support having achieved a job start. Those joining the programme in the last two years have been more likely to move into work than previous years. This is at least in part due to the changes in who has joined the programme and the different the labour market. There have also been improvements in the extent to which initial job starts are sustained and, where clients do fall out of work, the proportion moving into a subsequent job has also increased. Over a third of job starts where the wage is known pay the Real Living Wage.

8. The programme measures whether clients achieve an Earnings Outcome which is triggered when clients reach an earnings threshold[1] – a proxy for the job being sustained and paying at a sufficient level. By the end of March 2022, nearly 3,800 Earnings Outcomes had been achieved with 55% of those who entered employment 15 months previously achieving one.

Working Well: Work and Health Programme - Job Entry: Targeted Support (JETS)

Who is on the programme?

9. By the end of March 2022 there had been nearly 17,000 programme starts from nearly 25,000 referrals. The scale of referrals was above target, while starts were slightly below target, reflecting challenges in the conversion of referrals to starts which have now been addressed.

10. The programme offers lighter touch support than WHP as it is targeted at those unemployed for 3-12 months, who are expected to be more 'work ready' given they were recently in employment. Clients joining JETS are generally as anticipated in terms of characteristics and barriers to work, but in the last year they do appear to be slightly further from work than previously.

How is the programme providing support?

11. Clients are supported by an Employment Coach, who performs a similar role to a Key Worker. The support offer is predominantly around job search support and skills development, but also includes support around finances and wellbeing which distinguishes the Greater Manchester programme from the national programme. The support is provided for six months and was intended to be remote, however some support has been in-person over the

[1] Equivalent to working for 16 hours per week for 182 days at the adult rate (aged 25 or over) of the Real Living Wage.

last year where it was seen as more appropriate or likely to be more effective. In a similar vein, the programme was not designed with a formal in-work support offer, but this has since been introduced because a need was identified.

12. Around a third of clients have had a period of inactivity and the majority of those who become inactive do not engage again; addressing engagement has been an area of focus for the programme as a result.

How many people has the programme moved into work?

13. By the end of March 2022, nearly 8,200 clients had achieved a job start, with 62% of those on the programme for 6 months having achieved a job start. This is considerably higher than initial expectations, perhaps reflecting the labour market being less challenging than anticipated when the programme was developed. Around three-quarters of job starts where the wage is known paid the Real Living Wage.

14. JETS also measures whether clients achieve an Earnings Outcome, which is triggered when clients reach an earnings threshold[2]. By the end of March 2022, over 6,500 clients had achieved an Earnings Outcome, equivalent to 51% of clients on the programme for 6 months. Again, this is far above target due to both the high job entry rate and high conversion of job starts.

Key lessons and recommendations

15. Amongst the many lessons and recommendations identified in the report, are the following:

- The last year has seen an increase in in-person support. For WHP, it has been a return to predominantly in-person support, with some support still provided remotely where deemed appropriate. For JETS there has been the introduction of some in-person support, despite being designed as a remote service. In the fieldwork, views on the benefits of hybrid support for the WHP clientele were mixed whereas for JETS the consensus view was that a primarily remote support offer with the option of some in-person support had worked well. This suggests a remote offer can work well where lower needs mean support is lighter-touch, whereas greater level of need is more likely to require in-person support.
- The outcome performance of WHP could be improved through a focus on consistency of performance across the supply chain, with a gap having opened up over the last year. This is an area of focus going forwards.
- JETS has strongly overperformed against its target outcomes, but there is a question about the additionality of the programme, with many clients moving into work very quickly and receiving a fairly small amount of support. A lack of counterfactual makes this difficult to assess, however. That said, there would have been capacity issues for dealing with the

[2] The threshold for JETS is different to WHP, at £1,000 which must be reached within the programme duration + 56 days.

large increase in unemployment during the pandemic, so a key role played by JETS has been to increase the level of support available for the unemployed during a major economic shock, which would suggest some element of timing additionality.

- The introduction of JETS and subsequently Restart means the providers are delivering at greater scale across multiple programmes. This has provided opportunities for economies and cross-programme working, including through expanding the number of roles around integration (especially with training providers, supported by the Elemental system) and employer engagement. With JETS due to end in the next year there are risks associated with the loss of services and roles funded through the programme that were benefitting WHP.
- The final conclusions chapter considers the contribution WHP and JETS are making to the Greater Manchester Strategy, most notably to the two 'Wellbeing of Our People' and 'Vibrant and Successful Enterprise' Shared Outcomes.

1. Introduction

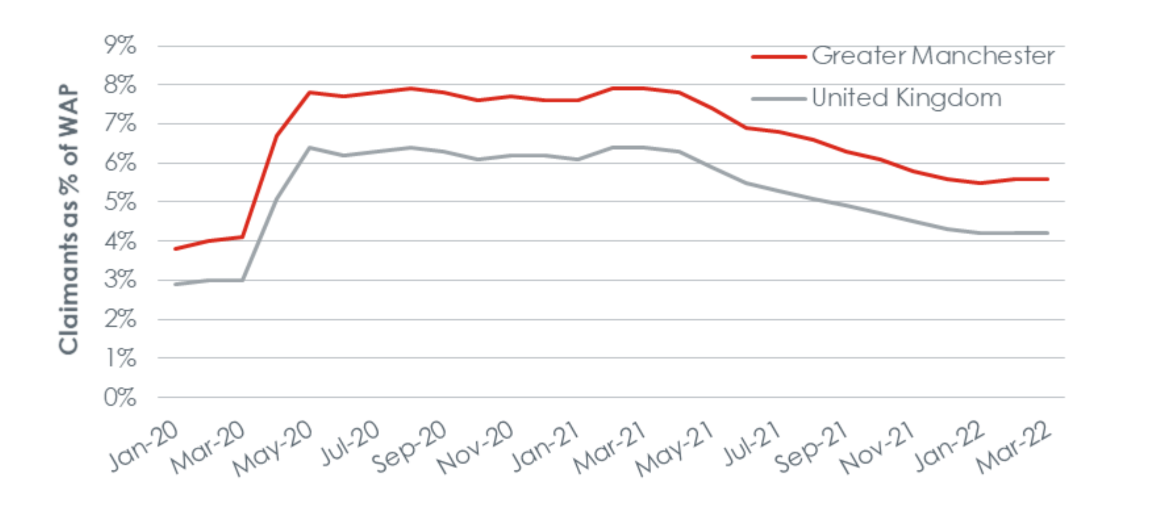
1.1 This annual report details the progress made by the summer of 2022 in the delivery of two of Greater Manchester's devolved employment support programmes: the Working Well: Work and Health Programme (WHP) and the Work and Health Programme Job Entry: Targeted Support (JETS) programme.

1.2 WHP began delivery in 2018 and this is the fourth Annual Report to cover the programme. It is part of a suite of devolved employment programmes that began with the Working Well Pilot programme in 2014. JETS began delivery in October 2020, and this is the second Annual Report to cover the programme. It was introduced as part of the Government's response to the COVID-19 pandemic and the subsequent Plan for Jobs[3]. An overview of the full suite of Working Well programmes can be found here.

The wider context

1.3 Last year's Annual Report set out the context of a rise in unemployment due to the COVID-19 pandemic and the Government's response to the situation to mitigate this. Since then the level of unemployment has fallen in Greater Manchester, though it is still above the pre-pandemic level, as shown in Figure 1-1.[4] The proportion of Greater Manchester's working age residents (aged 16-64) claiming unemployment benefits peaked at 7.9% in August 2020 and March 2021, but as of March 2022 was at 5.6%. Within Greater Manchester there is considerable variation, with Oldham at 7.3% and Trafford at 3.5% in March 2022, though all followed the same pattern of a sharp rise later followed by a gradual fall. The level of unemployment in Greater Manchester as a whole has been persistently higher than the level for the UK.

Figure 1-1: Unemployment claimant count as a proportion of working age population



[3] CP 261 – Plan for Jobs (publishing.service.gov.uk)
[4] There are multiple available measures for unemployment. This measure was chosen because it is available at Combined Authority and District level.

Source: Claimant Count, Nomis.

1.4 Government interventions to provide support the unemployed included the introduction of new employment support programmes, including JETS, Restart Scheme and Kickstart, as well as increases in the number of Work Coaches and Disability Employment Advisors in Jobcentre Plus, increases in sector-based work academy places, and funding for the National Careers Service. All of which means WHP and JETS have been operating in a more crowded landscape for employment support, while the level of unemployment has not been as high as anticipated by some forecasts earlier into the pandemic. The national measure of unemployment shows that as of January 2022-March 2022 it was at 3.7% for the UK – its lowest level since 1974.[5] However, in August 2022 the Bank of England predicted that unemployment is likely to rise again to 6.3% in 2025.[6]

1.5 Yet, despite unemployment levels recovering quickly and being lower than anticipated for now, there are some notable issues in the labour market. According to the Institute for Employment Studies: the level of long-term unemployment is slightly higher than before the pandemic; there are fewer people in the labour force due to a growth in economic inactivity amongst older people and due to increases in the long-term ill; and the level of vacancies is high. In combination, these factors have resulted in a tight labour market with as many vacancies as unemployed people for the first time in at least fifty years.[7]

1.6 The tight labour market is a particularly important piece of context for WHP and JETS over the last year, and therefore for this Annual Report. Figure 1-2 shows the number of unemployed people per vacancy in the UK was around 1:1 in March 2022. In theory this should make it easier for unemployed people to find work, provided there are vacancies locally that match their experience, skills and interest. It should also incentivise employers to consider their recruitment and employment practices and level of pay in order to fill their vacancies.

[5] Office for National Statistics. Unemployment rate (aged 16 and over, seasonally adjusted).
[6] Bank of England. Monetary Policy Report - August 2022.
[7] Institute for Employment Studies. Labour Market Statistics, April 2022.

Figure 1-2: Number of unemployed people per vacancy in the UK

Source: ONS Labour Force Survey and Vacancy Survey

1.7 Lastly, it is worth highlighting the high level of inflation, with the Bank of England forecasting in May 2022 that CPI inflation would peak at 10% in Q4 of 2022.[8] This high level of inflation reflects the increased cost of living and eroding value of wages and benefit payments. This will have financial implications for programme participants, in some cases drastic. All of these economic factors are revisited throughout this report where relevant.

The Working Well family

1.8 The Working Well family consists of:

- Working Well: Work and Health Programme (WHP)
- Work and Health Programme: Job Entry: Targeted Support (JETS)
- Working Well: Early Help (WW:EH)
- Working Well: Enterprising You (WW:EY)
- Working Well: Specialist Employment Service (WW:SES)
- Plus two concluded programmes: the Working Well Pilot and Working Well Expansion programmes, with the latter including access to specially commissioned Talking Therapies Services.

1.9 This report focusses on the first two of these programmes: WHP and JETS.

[8] Bank of England. Monetary Policy Report May 2022.

Working Well: Work and Health Programme

1.10 The Working Well: Work and Health Programme started in January 2018 and will run until 2026, having been granted a two year extension. Nationally there are eleven Work and Health Programme areas, of which five are locally devolved – the Greater Manchester programme and four London programmes. The remaining six Contract Package Areas (CPAs) areas feature a model designed and managed by DWP.

1.11 Over its lifetime, the programme is expected to help 23,000 people. Programme clients are expected to be drawn from three groups:

- Health and Disability: people with a health condition or disability who are in need of more support than can be provided by Jobcentre Plus. These clients are expected to account for 75% of participants and are referred on a voluntary basis.
- Long-Term Unemployed: people who have been unemployed for over two years and are either receiving Universal Credit in the Intensive Work Search (IWS) Group or receiving JSA. These clients are expected to account for 15% of participants and are mandated to the programme.
- Early Entrants: people from priority groups including ex-offenders, carers, ex-carers, a homeless person, ex-armed forces, those with drug/alcohol dependency, care leavers and refugees. These clients are expected to account for 10% of participants and are referred on a voluntary basis.

1.12 The programme offers 15 months of pre-work support and 6 months of in-work support. The support model broadly follows the Working Well Pilot and Expansion model, consisting of (a fuller overview of the support model as it stands is presented in Chapter 4):

- Personalised, holistic and intensive support, addressing any issue that may present a barrier to starting and sustaining employment, such as health, skills, housing or debt. This is delivered through a Key Worker model, with each client allocated a Key Worker who is responsible for navigating the local support offer to provide the client support that is appropriate and sequenced according to their needs.
- All programmes have involved local authority-based Local Leads (local authority staff with responsibility for helping Working Well integrate into the support ecosystem in each of the ten local authority areas), Integration Boards and Local Delivery Meetings. This is intended to ensure buy-in from and accountability to local authorities in the delivery and performance of the programme. This has been supported by the development of 'Ask & Offer' documents from local authorities and Local Integration Plans. This local accountability and buy-in is intended to support the programme to embed locally, achieving integration with local support services.

- The Programme Office within Greater Manchester Combined Authority oversees the programmes, providing overarching strategic direction, intelligence on performance and active management to resolve any issues in the programmes.

1.13 Its original outcome targets were 47% of starts achieving an Earnings Outcome and 83% of these achieving a Higher Earnings Outcome. However, the Earnings Outcome target has since been reassessed based on clients having more complex needs than initially anticipated, with all CPAs now working to the same, lower target based on the business case minimum target.[9] These are measured using HMRC PAYE data that triggers payments when earnings thresholds are met.

1.14 The programme is being delivered by InWorkGM, a single provider that represents a partnership between Ingeus, The Growth Company, Seetec Pluss and Pathways CIC.

Work and Health Programme: Job Entry: Targeted Support (JETS)

1.15 The JETS programme began in October 2020. The programme has been extended, to run until March 2023, and is expected to support 20,040 clients over that period. The programme was designed and commissioned rapidly by building on the existing WHP contract.

1.16 The support model is lighter touch than WHP as it is aimed at people unemployed for 13 weeks and over who were expected to need less intensive support. Similar to the WHP, clients are supported by a single key worker, in this instance called an Employment Coach. The programme offers 6 months of support, with no formal in-work support offer planned, although in practice this has been offered.

1.17 The support provided is predominantly around job search support, although the holistic ethos does remain and the Greater Manchester programme includes enhanced offers around money and debt management and skills development. Having been designed to provide support during the pandemic the programme was intended to be delivered remotely, but over time there has also been in-person support offered.

1.18 Its main outcome target is 22% of starts achieving an Earnings Outcome of £1,000. These are measured using HMRC PAYE data used to trigger payments when earnings thresholds are met. The target is considerably lower than WHP despite clients being better equipped to find work. This reflects the target being set during the uncertainty of the pandemic and resultant economic crisis.

[9] An Earnings Outcome is triggered when a client is employed and meets the accumulated earnings threshold – equivalent to working for 16 hours per week for 182 days at the adult rate (aged 25 or over) of the Real Living Wage – within 15 + 6 months of starting the programme. A Higher Earnings Outcomes is triggered when a client reaches the Earnings Outcome threshold within six months of starting work.

1.19 The programme is being delivered by Ingeus and The Growth Company, who also deliver WHP, plus local authority specific delivery by Bolton Council, Employment Links Partnership (Rochdale Council), Get Oldham Working (Oldham Council) and Get SET Academy.

Greater Manchester Strategy 2021–2031

1.20 The refreshed Greater Manchester Strategy was published in March 2022. It is based around the themes of climate, equalities, place and prosperity, and sets out a series of outcomes, commitments, ways of working and progress measures to deliver against. While WHP and JETS predate the strategy, there is an expectation that they (and the broader Working Well family) ought to align with and contribute towards the strategy. Therefore, this Annual Report includes consideration of the extent to which this is the case. To this end, relevant parts of the strategy are considered briefly here, with the alignment and contribution of WHP and JETS then considered in the conclusions chapter.

1.21 This Annual Report, and previous Annual Reports, include a focus on equalities, as a core exercise has been to test how experiences and outcomes differ based on key characteristics. This exercise is repeated in this report, but is more explicitly considered through this lens given the Greater Manchester Strategy. Specifically, the following characteristics are considered as far as possible: age, disability, marriage and civil partnership, race and sex. This and previous Annual Reports also include breakdowns by local authority, thereby considering differences by place, again in line with the strategy.

1.22 Of the three Shared Outcomes in the strategy, set out below, WHP and JETS are most relevant to the first, and also relevant to the second.

- The Wellbeing of our People: A Greater Manchester where our people have good lives, with better health; better jobs; better homes; culture and leisure opportunities and, better transport. A Greater Manchester of vibrant and creative communities, a great place to grow up get on and grow old with inequalities reduced in all aspects of life.
- Vibrant and Successful Enterprise: A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential. A Greater Manchester where business growth and development are driven by an understanding that looking after people and planet is good for productivity and profitability.
- Greater Manchester as a leading city-region in the UK and globally: Greater Manchester as a world-leading low carbon city-region. Greater Manchester as a world-leading digital city-region.

1.23 Beneath the three Shared Outcomes are fifteen Shared Commitments. Of these, the Working Well family is identified as delivering against four in the delivery plan. These four commitments are revisited throughout this report where relevant.

- We will support the creation of better jobs and good employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities.
- We will ensure businesses are able to access the skills and talent they need, by provision of high quality learning and wrapping support around individuals, enabling them to realise their potential - with access to good work for those who can, support for those who could, and care for those who can't.
- We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online.
- We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health.

1.24 Lastly, to gauge delivery against the Shared Outcomes and Shared Commitments there are 59 metrics called Progress Measures. It is expected that WHP and JETS will contribute to some of these more than others. Some of the specific ways that they are contributing are summarised in the final conclusions, drawing on evidence from the analysis in the report.

Methodology

1.25 The report draws on the following data/information sources:

- Monitoring data collected by providers. All analysis presented in the report is based on this data and runs up until the end of March 2022, unless otherwise stated. Each of the programmes have their own set of monitoring data which differ in the information collected.
- Statistics released by the Department for Work and Pensions on the Work and Health Programme have also been used for comparison against other areas. Some of these are from GMCA monitoring material and not publicly available, so precise figures are not used where this is the case. There may be slight differences in figures between different sources, reflecting the different data sources and not all clients consenting to their data being shared for evaluation purposes.
- A series of 21 groups interviews and five individual interviews with a total of 65 people involved in programme delivery, conducted in May to July 2022, covering the Programme Office and provider staff including Key Workers and Employment Coaches, Employment Services Team members, Health Team members, Integration Coordinators, Adult Skills Coordinators, senior managers, and staff from DWP. Fieldwork conducted for previous reports has also informed this report as it allows a picture to be built up over time.

Structure of report

1.26 The report is structured into the following chapters:

- Chapter 2: Work and Health Programme – Referrals, Starts and Profile of Clients
- Chapter 3: Work and Health Programme – Support
- Chapter 4: Work and Health Programme – Job Starts
- Chapter 5: Work and Health Programme – Earnings Outcomes
- Chapter 6: Job Entry: Targeted Support (JETS) – Referrals, Starts and Profile of Clients
- Chapter 7: Job Entry: Targeted Support (JETS) – Support
- Chapter 8: Job Entry: Targeted Support (JETS) – Job Starts and Outcomes
- Chapter 9: Integration
- Chapter 10: Conclusions
- Annex A: Additional data analysis

2. Work and Health Programme – Referrals, Starts and Profile of Clients

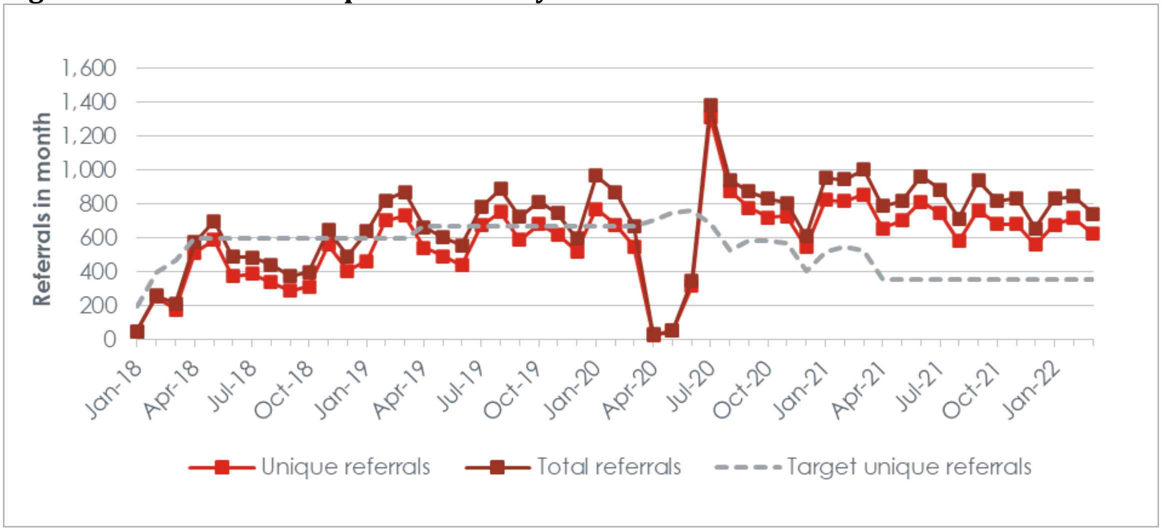
- Gross referrals reached 34,961 by the end of March 2022 – with 29,525 unique referrals
- Referral levels have been far above target in the most recent year, meaning the programme had overcome a shortfall against target to surpass its referral target, despite greater competition from other employability provision
- Programme starts reached 20,090 by the end of March 2022
- There have been ongoing challenges with the proportion of referrals that do not start on the programme and in ensuring that people coming on to the programme are appropriate, which has resulted in a new referral process being introduced
- The characteristics and barriers to work of clients joining the programme shifted in the first year of the pandemic, meaning they were likely to be easier to move into work, but in the last year those joining appear less close to work, although perhaps not as much as prior to the pandemic
- The impact of the cost of living crisis is not obviously apparent in the data collected up to the end of March 2022, but staff reported related issues relating to the crisis were becoming more prevalent amongst programme clients

Programme referrals

2.1 The Working Well: Work and Health Programme received 34,961 referrals by the end of March 2021. Of these, there were 29,525 unique individuals referred to the programme.

2.2 Overall, the programme was at 107% of target for unique referrals. The chart below shows how the programme has been consistently above target over the course of the most recent year, achieving 192% of target referrals for the year. As a result, aggregate performance against target is up from 91% in last year's Annual Report. Performance against referral target has been consistently higher than the average of DWP CPAs over the last year.

Figure 2-1: Total and unique referrals by month



Source: SQW analysis of GM WHP monitoring data

2.3 Figure 2-2 presents a breakdown of gross and unique referrals, and performance against target, by local authority. Performance against target is fairly consistent across most local authorities, with all except Wigan ahead of profile to this point, although Wigan has exceeded its profile in the last year.

Figure 2-2: Number of referrals by local authority

Source: SQW analysis of GM WHP monitoring data

2.4 The strong performance on referrals has continued since the introduction of Restart in July 2021, which was identified as a risk in last year's report due to the size of the programme (in just 10 months there have been 14,650 starts in Greater Manchester[10]) and some overlap in who the programmes target. The overlap with WHP (and with JETS) has increased since Restart commenced, due to a loosening of eligibility criteria for Restart. Programme staff reported that it had been challenging to maintain Work Coaches' focus on making referrals to WHP due to the amount of other provision now available, and pressure to make referrals to

[10] UK Parliament. Question for Department for Work and Pensions, UIN 232, tabled on 10 May 2022.

the other provision. The concerns about the introduction of Restart led to a concerted effort to maintain the profile of WHP and JETS. This included Integration Coordinators (ICs) and Key Workers (KWs) having a weekly presence in Jobcentre Plus (JCP) sites, regular meetings with JCP site and district managers, and weekly sharing of data on referral numbers. This work created strong relationships, which it appears have been effective, based on the sustained number of referrals.

2.5 A theme in this year's fieldwork was improvements to the quality and sharing of data. This included the sharing of granular data on referrals and starts with JCP, including via new Power BI dashboards, which were considered a key tool for driving referrals and increasing the referral to start conversion rate. Improved data on WHP appears to have been driven by the replicating of better data usage on JETS and Restart.

2.6 The other key development has been the re-introduction of External Local Signposting Organisation (ELSO) referrals. These had been a focus in the early lifetime of WHP, but the focus on them waned, due to the resource intensiveness of generating a small number of referrals and an unwillingness of potential ELSOs due to the randomised control trial (RCT), which was part of the national evaluation. The RCT was stopped due to COVID, which removed this barrier. The renewed focus on ELSO referrals is an attempt to source suitable referrals via other routes, such as training providers, local authorities, community link workers, social prescribing teams and housing providers. ICs are key to generating these referrals, and a 10% ELSO referral target was introduced for ICs from April 2022.

Programme starts

2.7 The programme had 20,090 starts by the end of March 2022. This was equivalent to 91% of total profiled starts, with just 7 months remaining of the referral window being open (prior to an extension being granted). On average the DWP CPAs are considerably further away from achieving their profiled starts. Over the last year, Greater Manchester achieved 183% of its target starts, helping the programme to be on course to reach its target.

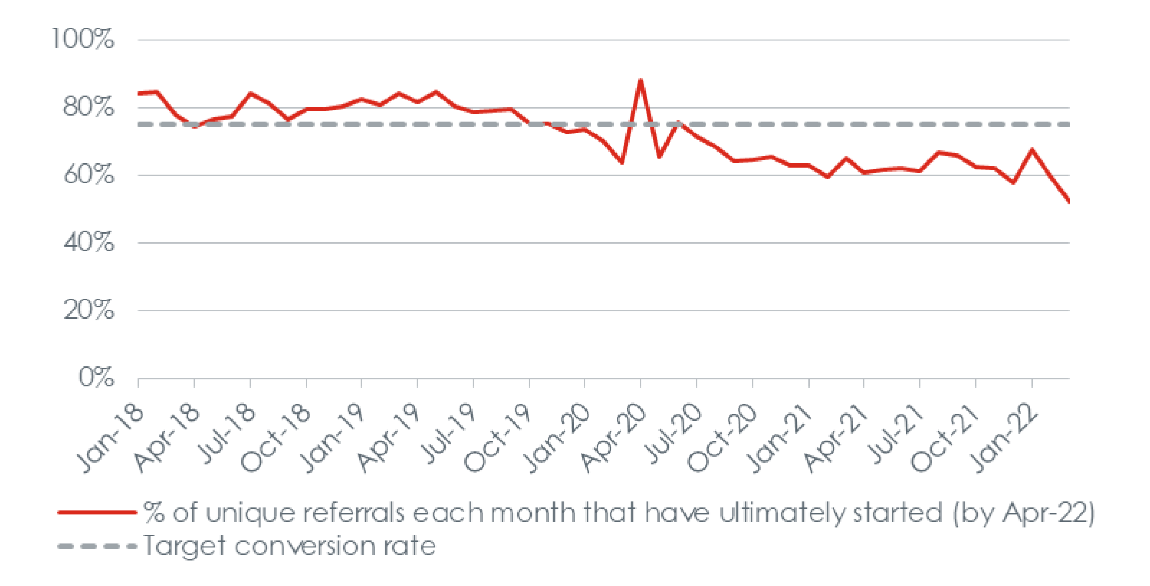
2.8 The overperformance against target was predominantly due to the high level of referrals. The conversion rate of unique referrals to starts was 70%, below the target of 75%.[11] Figure 2-3 shows how the conversion rate has been consistently below the target since September 2019, with the exception of the early Covid months of April and June 2020, when referrals were considerably lower than usual. The relatively low conversion rate in very recent months will also somewhat reflect those referrals having less time to have started and less time and opportunity for a re-referral resulting in a start.

2.9 It is also apparent that the conversion rate has been lower since Covid. Last year's report considered the reasons for referrals did not start (DNS) on the programme. Reasons included

[11] This conversion rate includes referrals in March 2022, for whom starts in April are considered to allow sufficient time for referrals to be processed and start.

difficulty making contact, challenges for Work Coaches (WCs) in judging appropriateness and selling the programme, and referrals having concerns about starting work.

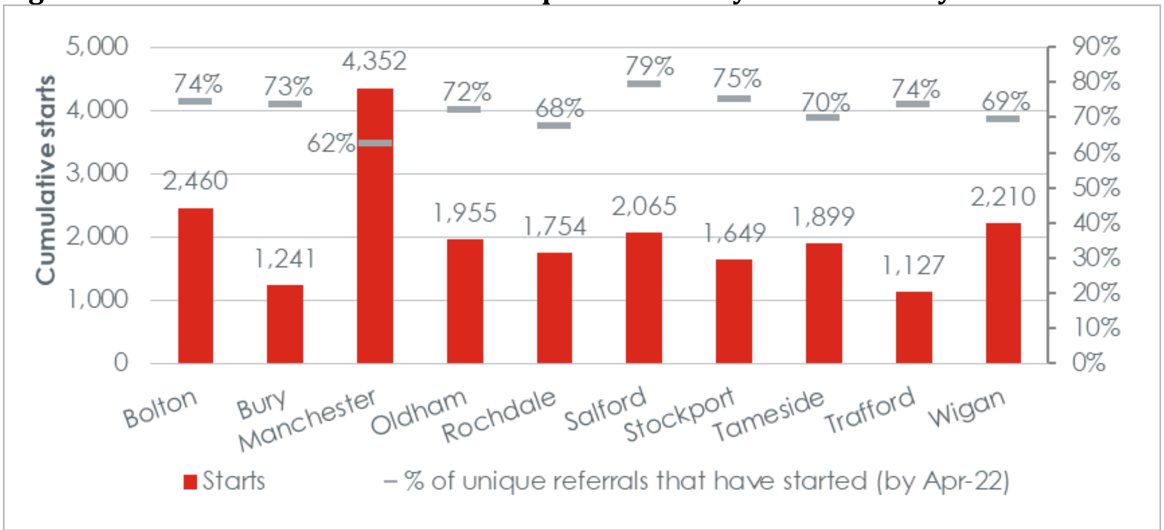
Figure 2-3: Conversion rate of unique referrals to starts by month



Source: SQW analysis of GM WHP monitoring data

2.10 Figure 2-4 sets out the number of starts and conversion rates by local authority. It shows just two of the localities are at or above the 75% conversion target, but only Manchester is considerably below, which continues a trend of lower conversion experienced on the previous Working Well programmes. All areas have a lower conversion rate than they did in March 2021 except Stockport which has remained at 75%.

Figure 2-4: Starts and conversion of unique referrals by local authority



Source: SQW analysis of GM WHP monitoring data. Excludes starts where the local authority is unknown

2.11 All providers are slightly below the target conversion rate, with Ingeus achieving the highest rate (72%) followed by Seetec-Pluss (71%) and The Growth Company (68%); the latter reflecting the Manchester conversion rate.

2.12 Following concerns about DNS rates and about how far people being referred were appropriate for the support on offer, a key change has been made to the referrals process. From April 2022 a pre-referral information session has been introduced to ensure that people are being referred to the most appropriate programme, are informed about the programme, and are bought-in to receiving the support. It is also intended to help identify and address individual Work Coaches' knowledge gaps and poor referral practices.

2.13 The new session is undertaken by ICs and has taken up a considerable portion of their time, possibly to the detriment of other integration responsibilities. Although as set out in Chapter 9, responsibilities for integration are now shared with JETS and Restart staff in similar roles, which provides some mitigation against this refocusing of ICs. KWs also have a regular presence in JCP again, after the pandemic stopped this for a long period.

2.14 There had been two key challenges for the new information session. Firstly, buy-in from Work Coaches was mixed. Some viewed it as an additional process, and so ICs were having to focus on selling the benefits. Secondly, attendance rates by potential referrals were mixed, but those who did attend were far more likely to start on WHP. This might suggest some of those not attending were less committed and would previously have been coded as DNS. Overall, the initial feedback where it had been embedded well was positive, with DNS rates in those sites having decreased.

Profile of Clients

2.15 This section sets out the characteristics and barriers to work of clients that have started on the programme, considering to what extent the types of people joining the programme in the last year look the same or different to those joining in previous years. The timing splits used are the 2022 Annual Report period (April 2021-March 2022), the 2021 Annual Report period, (April 2020-March 2021) and prior to this (January 2018-March 2020), with the latter effectively considering those who joined the programme pre-pandemic.

Characteristics

2.16 Table 2-1 sets the 'client type' of those joining across the different time periods. It shows those joining since the start of the pandemic have been more likely to be Health and Disability (H&D) clients and Early Entrant (EE) clients, and considerably less likely to be Long-Term Unemployed (LTU) clients. This pattern has continued in the last year. This pattern holds true across the different local authorities.

Table 2-1: Client type of starters by time period

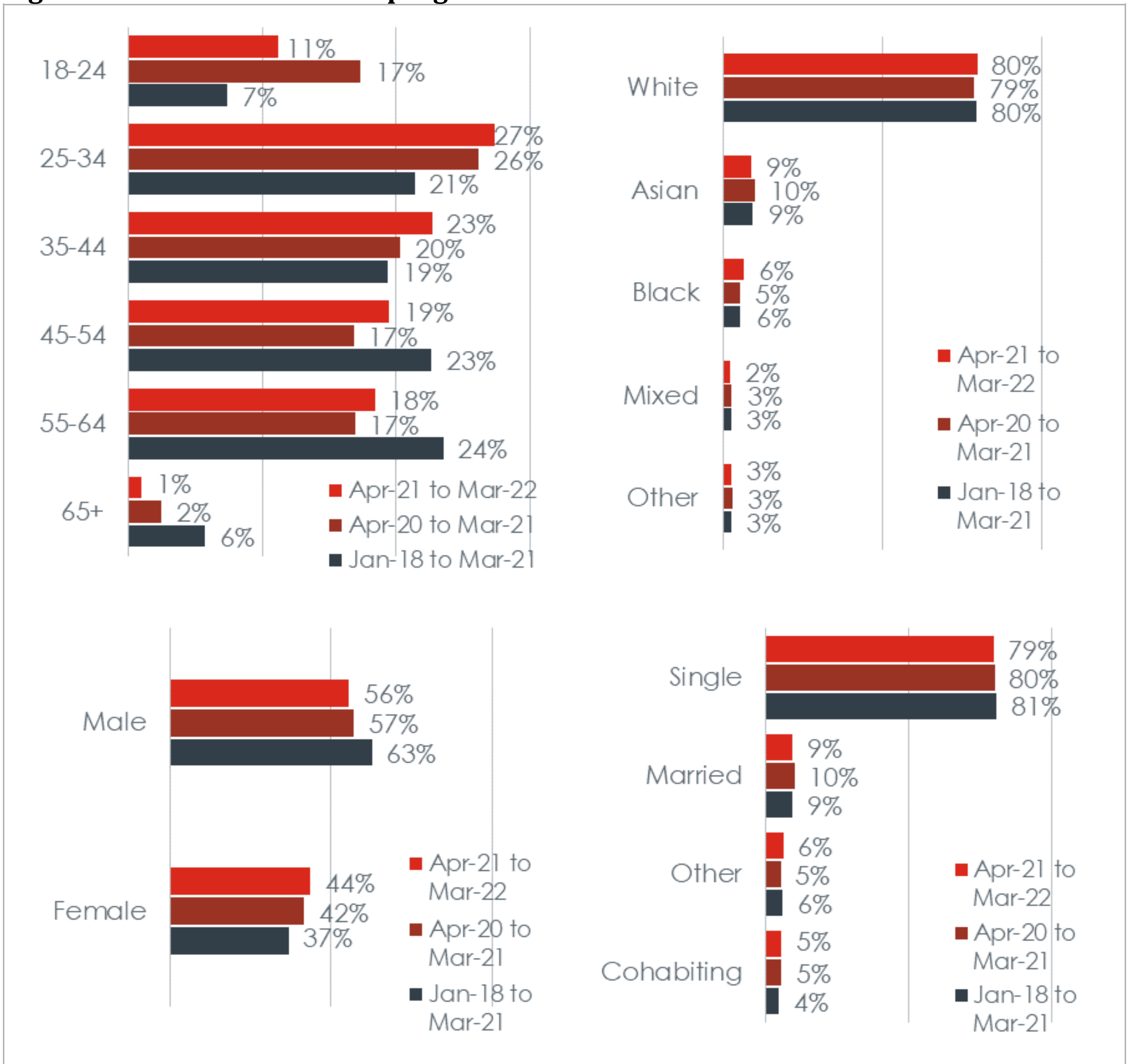
Client type	Jan-18 to Mar-20	Apr-20 to Mar-21	Apr-21 to Mar-22	All starts
EE	6%	13%	13%	10%
H&D	71%	84%	85%	78%
LTU	23%	3%	2%	13%

Source: SQW analysis of GM WHP monitoring data. (2022=5,416; 2021=4,816, pre-2021=9,858)

2.17 A selection of key characteristics (those in the Equality Act 2010 that are captured by WHP) are presented in Figure 2-5. These charts show that:

- Clients are younger on average – prior to the pandemic the median age was 46, in the 2021 Annual Report period it was 36, and in the past year it was 38
- Women have accounted for a higher proportion of starts in the past year compared to previously (44% versus 37% pre-pandemic)
- The ethnicity of clients has remained broadly the same
- Marital status has remained broadly the same.

Figure 2-5: Characteristics of programme starts



Source: SQW analysis of GM WHP monitoring data (2022=5,045—5,414; 2021=4,617-4,800, pre-2021=9,373-9,657)

Barriers to work

2.18 Table 2-2 shows the length of time clients have been out of work prior to joining WHP. The length of unemployment for those joining during the 2021 Annual Report period was drastically different to the previous period, with nearly half unemployed for less than a year, whereas the most recent year has been more similar to pre-pandemic, albeit with fewer people unemployed for over five years. At a local authority level, this shift towards longer-term unemployment in the last year holds true across all areas, but the areas do differ on the proportion of clients unemployed for more or less time: the proportion of starters in the last year unemployed for less than a year is 22% in Bolton and 34% in Wigan, while the proportion of clients unemployed for over five years is 31% in Bolton and 18% in Oldham.

Table 2-2: Length of time clients out of work of starters by time period

Time out of work	Jan-18 to Mar-20	Apr-20 to Mar-21	Apr-21 to Mar-22	All starts
0-6 months	10%	20%	12%	13%
7-12 months	13%	26%	16%	17%
1-2 years	21%	21%	27%	23%
3-5 years	19%	12%	19%	17%
6-10 years	10%	5%	7%	8%
10+ years	15%	5%	6%	10%
I have never worked before	8%	8%	7%	8%

Source: SQW analysis of GM WHP monitoring data. (2022=5,119; 2021=4,674, pre-2021=9,452)

2.19 Table A-1 in Annex A also show that:

- The qualification level of clients has remained broadly stable
- There has been some variation in the housing situation of clients, most notably with the proportion of clients not in regular housing (i.e. no fixed address, temporary accommodation, supported housing, homeless/rough sleeping, hostel) being higher than previous (5.1% pre-pandemic versus 7.6% and 6.6% in the subsequent years).

2.20 Table 2-3 shows the average number of barriers to work over time, based on fourteen key barriers, which are identified during the initial assessment.[12] It shows the average number of

[12] The barriers included are: Housing - % that would like support with living situation; Finance - % reporting debt as a problem; Childcare - % reporting childcare responsibilities impact on ability to search for or take up work; Caring/Childcare - % currently caring for a friend or family member; Conviction - % convicted for a criminal offence; Family - % that would like support with family life challenges; Confidence - % who don't consider themselves to be a confident person; Skills - % that would like support to develop skills; Skills - % not confident with reading and writing (% saying 1-3 out of 6); Skills - % who need help with their English to find work or remain in work; Health - % reporting a health condition or disability that could affect their ability to get a job; Mental Health - % reporting they have suffered a recent bereavement; Addiction - % reporting they would you need to

barriers fell in the 2021 Annual Report period, and has stayed at a similar level in the last year. At the level of individual local authorities the pattern is more mixed, and the disparity between areas is the largest it has been – in Trafford and Wigan clients have an average of just 1.4 barriers whereas in Stockport it is 2.6. This suggests clients in some areas are more work-ready than clients in others.

Table 2-3: Number of barriers to work per client based on fourteen key barriers[13]

Local authority	Jan-18 to Mar-20	Apr-20 to Mar-21	Apr-21 to Mar-22	All starts
Bolton	2.5	2.2	1.9	2.3
Bury	3.1	2	1.9	2.6
Manchester	2.4	2.1	2.1	2.2
Oldham	2.6	2.2	2.4	2.4
Rochdale	2.4	2.1	2.2	2.3
Salford	2.4	2.3	2.5	2.4
Stockport	2.5	2.1	2.6	2.4
Tameside	2.3	1.9	2.2	2.1
Trafford	2.2	1.6	1.4	1.9
Wigan	2.3	1.6	1.4	1.9
GM	2.5	2	2.1	2.3

Source: SQW analysis of GM WHP monitoring data

2.21 However, contrasting this, for barriers that clients are asked to rank the scores in the past year have suggested slightly greater barriers to work, especially for those joining in the past year versus the 2021 Annual Report period. The lower average scores mostly reflect growth in scores of 3-4, with fewer clients giving more extreme scores of 1 and 6.

Table 2-4: Average score given to barriers (ranked 1-6, where 1=significant barrier and 6=no barrier)

Scored barriers	Jan-18 to Mar-20	Apr-20 to Mar-21	Apr-21 to Mar-22	All starts
Health making it harder to secure work	3.4	3.5	3.2	3.4
Personal circumstances making it harder to secure work	3.5	3.7	3.4	3.5
Confident of success in a job	3.8	3.9	3.5	3.7
Job searching skills	3.8	3.7	3.5	3.7

reduce drug or alcohol use if starting a job; Learning Disability - % who believe their learning disability makes it harder to find work

[13] See above.

Scored barriers	Jan-18 to Mar-20	Apr-20 to Mar-21	Apr-21 to Mar-22	All starts
Skills level making it harder to secure work	3.8	3.9	3.7	3.8

Source: SQW analysis of GM WHP monitoring data

2.22 The proportion of clients reporting health conditions (regardless of whether they see them as a barrier to work) has remained similar, with 56% of clients in the last year reporting at least one health condition, compared to 54% in the 2021 Annual Report period and 55% prior to this. The types of conditions have changed slightly though, as Table 2-3 shows, with physical health conditions less prevalent since the pre-pandemic period, and mental health conditions slightly more prevalent. Considering individual conditions, anxiety has seen the largest proportional increase, from 23% of clients pre-pandemic to 29% in the last year.

Table 2-5: Proportion of clients with health conditions by type

Health condition	Jan-18 to Mar-20	Apr-20 to Mar-21	Apr-21 to Mar-22	All starts
Any	55%	54%	56%	55%
Mental	30%	33%	34%	32%
Physical	36%	27%	29%	32%
Pervasive or specific development disorder or learning difficulties (PDD/SDD/LD)	4%	3%	3%	3%
Physical and mental/PDD/SDD/LD	9%	7%	8%	8%

Source: SQW analysis of GM WHP monitoring data

2.23 Table A-2 (in Annex A) comprehensively sets out the proportion of clients reporting the various other characteristics, barriers to work and support needs that are collected by the programme, across the same three time periods used in this chapter. The headline findings to report are:

- Demand for support to develop skills is the lowest it has been, at 27% over the past year compared to 62% pre-pandemic. Likewise, fewer participants want support with their reading, writing and maths.
- Confidence of being successful in a job has decreased, with 47% of clients in the past year saying they are not confident about success in a job compared to 40% pre-pandemic broadly the same, but confidence in being able to find a job is similar
- There are more lone parents (17% in the past year versus 13% pre-pandemic) and fewer clients wanted support with their housing situation (3% in the past year versus 9% pre-pandemic), while barriers relating to finances and convictions remained at a similar level.

Reflections on characteristics and barriers to work

2.24 In some ways the clients starting in the past year look similar to those who started in the first year of the pandemic, and different from those starting pre-pandemic – there are fewer LTU clients, they have fewer average barriers, they are younger on average, and demand for skills support remains relatively low. In these respects, they may viewed as more work-ready. However, in other ways they look more challenging – the average scores given to ranked barriers on health, personal circumstances, confidence in work, job searching skills, and skills, are lower than they had been previously. Then for the length of unemployment, they sit between the pre-pandemic and first year of the pandemic cohorts. Overall it is a mixed picture. It may be that clients have fewer barriers, but those they have are more acute.

2.25 An easier conclusion to draw is that the cohort who joined in the first year of the pandemic were the most work ready cohort, and that this has not obviously continued into the most recent year. The introduction of JETS and Restart have played a role in this.

2.26 The evidence of some divergence between local authorities is interesting, and warrants monitoring. There is a risk that the programme targets different people in different areas, leaving some people less likely to be supported. .

2.27 Lastly, there was little evidence in the data of support needs relating to the cost of living, but given the data cut-off was April 2022 this might be expected. Consultees said that the heightened need for support was only just starting to present itself during the summer of 2022, and the expectation was that the need for support would become more acute during the autumn and winter.

2.28 Considering those who started in the last year, the 15% who said they had issues with debt and 28% of clients who are homeowners with a mortgage or private renters may be at particular risk in the cost of living crisis. It has been noted throughout the programme's lifetime that the proportion of clients with financial issues is likely higher than the initial assessment suggests, as clients are often reluctant to open up about financial issues upfront.

3. Work and Health Programme – Support

- In the last year there has been a return to in-person support, but not entirely, and with different approaches taken by each of the providers
- A relatively stable period has enabled a focus on improving delivery and outcomes
- The most common support provided has been around work, followed by health, personal circumstances, and then skills
- Client satisfaction continues to be high

3.1 An overview of the WHP support model was set out in Chapter 4 of last year's Annual Report. This is not repeated here, rather this year's report focuses on the notable developments with the support offer or delivery model, and on the support delivered in the last year.

Notable developments

3.2 The notable developments in the support offer or delivery model have been:

- Last year's report considered in-person support versus remote support, concluding that both had their advantages and disadvantages. The past year has seen Ingeus and Pluss focus on a full return to in-person support, whereas The Growth Company have been more open to retaining some remote support where it is deemed appropriate for the client, albeit with initial assessments all in-person. Consultees noted challenges with in-person attendance, including due to initial anxiety from clients, but it was seen to have improved over time, especially as new clients who are not already accustomed to receiving support remotely start, and as the richness of support available in offices has been built e.g. with the health offer and launch of job clubs.
- After the turbulence of the pandemic, the programme has been relatively stable over the past year, enabling more of a focus on continuous improvement. An Action Plan was developed, in part based on last year's Annual Report. This has led to actions around better supporting clients with confidence, providing support around self-employment, and providing more targeted support to specific cohorts such as single parents and those aged over 50. On the latter point, there was a pilot with the Centre for Ageing Better and Institute of Employability Professionals of a training course to equip Key Workers with the knowledge and skills to better support older participants.[14] The evaluation by SQW found it was well received by Key Workers, who reported a positive impact on their

[14] Centre for Ageing Better. 2022. Upskilling employability workers.

understanding of and confidence and ability to support barriers faced by this cohort, especially amongst newer and younger staff.

- The Health Team have retained more of a hybrid support model. The last report talked about the various benefits of remote delivery, most notably the increased accessibly and enabling the specialisms of each practitioner to be offered over a wider geography and to larger numbers of clients. This has been retained for those who want it, while re-introducing in-person support which now accounts for the majority of support delivered. Workshops have been used to a greater extent, to increase the numbers reached and provide opportunities for peer sharing and support. In the past year, the Health Team have restructured individual courses into themed series of courses, and some key focuses have been anxiety and confidence.
- Difficulties with Key Worker headcounts in some sites creating high average caseload sizes over the course of the year. This is partly due to competition with Restart and JETS for staff. The Health Team have also been struggling with staffing levels, and Key Workers in some areas had struggled to get their clients timely support as a result.
- Programme staff are anticipating increased demand for support around finances, access to food, and access to energy and heating. One of the members of the Health Team noted how financial pressures were increasingly a topic of conversation when delivering their support. They were also increasingly finding that money is a barrier when giving advice around good health, with gym memberships and nutritious food prohibitively expensive. The knowledge and relationships to provide this support are already in place, albeit there were concerns about the capacity of some services, with for example Citizen's Advice Bureau waiting lists increasing. Recently the Money Management Service has been expanded to WHP clients to enhance the support available to them and options for enabling this over the longer term are being explored.
- The rollout of Power BI to WHP has enhanced access to data on WHP for managers. There are now weekly meetings between the WHP Head of Delivery and Ingeus' Data and Insights team to focus on data-driven performance improvement.

Many of these changes have been recent, and so any positive impact on performance will not have been able to feed through to data running to the end of March. Some of the more employment focused support is considered in the next chapter on job starts.

Support delivered

3.3 This section uses monitoring data to explore the level and type of support clients have received and resultant non-employment outcomes up to the end of March 2021.

Interventions data

3.4 Data on support interventions captured in the CDP show over 401,000 out-of-work interventions for clients,[15] an average of 24 per client. Out of these, 83% have been delivered by the WHP providers and 17% have been delivered by external providers. The use of external support varies from 8% for Pluss to 14% for Ingeus and 23% for TGC, up marginally from last year. Table 3-1 shows the most common areas of support are 'My Work' followed by 'My Health'.[16] More detailed data shows the most common support interventions have been for 'Exploring job goals/career planning' (57% of clients), 'Mental health' (53%), 'Other skills' (47%), 'Support network' (45%), 'Physical health' (44%), and 'Job search techniques interventions' (42%). It is notable that the proportion receiving health interventions has grown since last year's report, reflecting the growing need referenced by key workers.

Table 3-1: Interventions by area

Support area	Clients supported	% of clients	Instances of support
My Work	18,282	91%	230,014
My Health	15,035	75%	119,027
My Life	12,901	64%	85,972
My Skills	11,111	55%	46,954

Source: SQW analysis of GM WHP monitoring data

Signposting data

3.5 There have been 88,500 signposts to external support recorded for over 15,700 clients, equivalent to 79% of clients being signposted to support, and an average of 5.8 signposts per signposted client.[17]

3.6 Table 3-2 shows the number of signposts by area of support. It shows health signposts are most common, with nearly half of all clients signposted for health support. More detailed signpost categorisation shows the most common signposts have been for mental health (19% of signposts), CV, job application and interview preparation (15%), socialisation and support network (12%), and finance, benefits and debt advice (11%).

[15] This data includes signposts, which are considered in more detail below. Note that figures do not fully align between the two datasets. It is also likely this data somewhat underreports the extent to which clients are being supported, especially historically.
[16] My Work relates to support around employability and securing a job, My Health relates to health, My Skills relates to skills and training, and My Life relates to various needs not covered elsewhere including caring responsibilities, finances and confidence.
[17] This includes referrals made using Elemental which are currently recorded separately and then drawn into the signposting data.

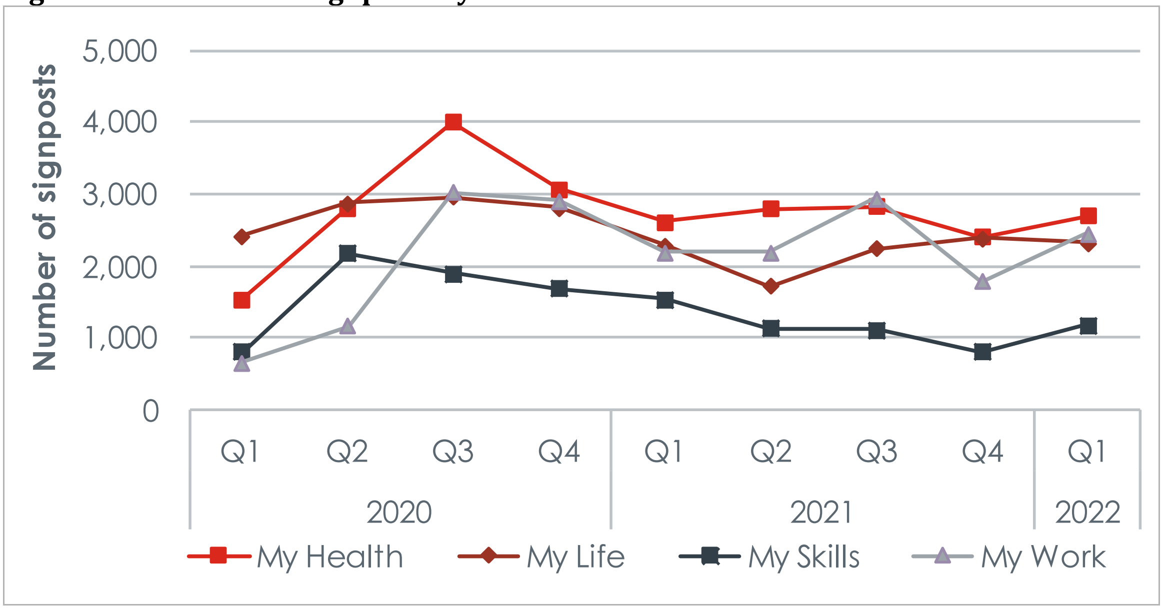
Table 3-2: Number of signposts by area of focus (January 2018-March 2021)

	Signposts	% of signposts	Number of clients signposted	% of clients signposted	Average signposts per signposted client
My Health	26,690	30%	9,809	49%	2.7
My Life	24,689	28%	9,268	46%	2.7
My Work	21,392	24%	9,294	46%	2.3
My Skills	15,787	18%	7,915	39%	2.0
Total	88,558	100%	15,690	78%	5.6

Source: SQW analysis of GM WHP monitoring data

3.7 Figure 3-1 below sets out the number of signposts in the past couple of years by type. It shows 'My Health' signposts peaking around the outset of the pandemic, and normally accounting for the most signposts from then on. Signposts for 'My Skills' have notably decreased over time. This is despite the introduction of Elemental to support skills referrals; since its introduction at the start of 2021 Elemental has accounted for 7% of all WHP signposts, and 21% of all skills referrals (Elemental is considered more in Chapter 9).

Figure 3-1: Number of signposts by area of focus over time



Source: SQW analysis of GM WHP monitoring data

3.8 There are 1,550 different recorded signposting destinations. Table 3-3 shows the ten most common, with GPs accounting for the most signposts. Those included in the table are GM-wide organisations; the other organisations include many localised and small support organisations and skills providers.

Table 3-3: Top 10 signposting organisations (January 2018-March 2021)

Organisation	Number of Signposts	% of Total Signposts
GP	8,525	10%
NCS	6,995	8%
Indeed	4,362	5%
Transport for Greater Manchester	4,149	5%
Pathways Mental Health	3,743	4%
JCP	2,929	3%
Pathways Physical Health	2,396	3%
Citizen's Advice	1,191	1%
SSE	1,001	1%
Dentist	1,059	1%

Source: SQW analysis of GM WHP monitoring data

Non-employment outcomes

3.9 Table 3-4 shows whether clients reported a higher or lower score between their initial and intermediate assessment across the statements that use a ranking, which are useful for gauging distance travelled. Some 64% of clients have reported two scores. The mean time between the assessments is 279 days, and the median is 301 days, although for 11% the gap is 3 months or less.

3.10 The analysis shows fairly low numbers of clients reported either a worsening or improving score across these statements. Personal circumstances and health have the highest proportion of clients reporting improvements. These figures would likely be better if more clients who achieve a job start – who are more likely to have progressed on these measures – completed an intermediate assessment (51% of job starters have vs 65% of those without a job start[18]). However, the figures in the table do suggest difficulties progressing more challenging clients who do not find work, and for some a loss in confidence as they do not gain work.

Table 3-4: Changes in scoring (1-6) between initial and intermediate assessment (n=12,302-12,307)

Scored statement	Worse	Same	Improved
To what degree do you think your skills level is making it harder for you to secure work?	2%	94%	4%
How confident are you with using a computer?	0%	98%	2%
How confident are you with reading and writing?	0%	99%	1%
How do you feel about your current level of job searching skills?	2%	95%	4%

[18] The 51% is an improvement from 45% last year, reflecting improved practice.

Scored statement	Worse	Same	Improved
How confident are you that you would be successful in a job if you took one today?	2%	95%	3%
To what degree do you think your health is making it harder for you to secure work?	3%	91%	6%
To what degree do you think your personal circumstances are making it harder for you to secure work?	3%	90%	7%

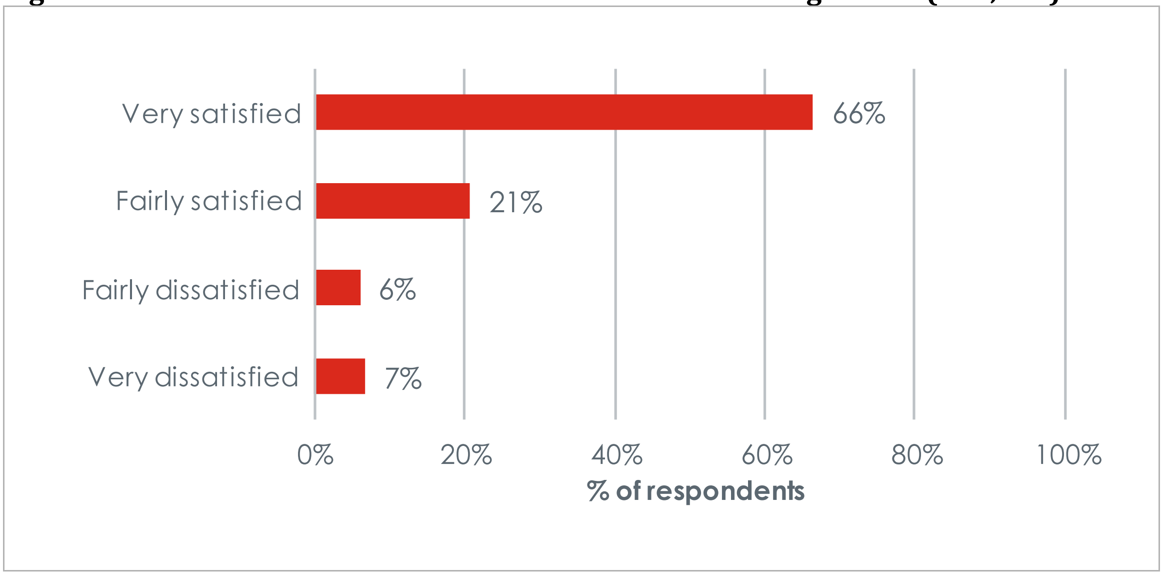
Source: SQW analysis of GM WHP monitoring data

3.11 Although the data above shows little change for most clients, there is extensive anecdotal evidence from the survey responses, fieldwork and case studies over the course of the programme showing the programme having a significant or transformative impact on the lives of some of those who do report a change. The range of impacts is extensive and includes addressing housing issues, improving finances, developing skills and securing work experience. The most prominent outcomes from client testimonies are improved confidence, self-esteem and self efficacy, better management of health conditions, improved aspirations and more knowledge of relevant jobs.

Client feedback

3.12 A client satisfaction survey has been conducted since January 2021. The survey has received 1,872 responses so far from 1,103 unique respondents, equivalent to 5% of all clients. Overall, the feedback was very positive, with 87% of responses very/fairly satisfied with their experience of the programme, and two-thirds 'very satisfied' (see Figure 3-2).[19]

Figure 3-2: Client satisfaction with the Work and Health Programme (n=1,872)



Source: SQW analysis of WHP client survey

[19] Considering distinct respondents who responded just once or gave the same answer for all responses gives very similar results, with 71% very satisfied, 18% fairly satisfied, 5% fairly dissatisfied and 6% very dissatisfied.

3.13 The survey included space for open-text responses. Clients who gave positive feedback most commonly focused on the role of Key Workers, praising them for the support, advice and encouragement provided, and for being friendly, understanding, caring, patient and professional, and for listening. Other positive feedback regarded courses and workshops, and feeling their confidence, mental health and wellbeing had improved, and success in finding a job and satisfaction with the job they had secured. The negative feedback, which was the minority, was around: support not being sufficiently tailored; changes of Key Workers; Key Workers not ringing or contact being infrequent; poor communication about appointments and cancelled appointments; Key Workers not following up on actions; feeling pressured to start work or start in jobs they did not want; and dissatisfaction with not finding work through programme or with the jobs they had been offered or started.

Social Value

3.14 Social Value was a key part of the original tendering process for WHP. This was ahead of its time, as building and scoring this element as part of public sector procurement is now mainstream. Every six months InWorkGM reports its activities against the six GM priority objectives. In this section we provide a brief summary of some of the key activities delivered. Among the quantified activities reported in June 2022 are:

- Arranging over 94,000 external signposts with community partners
- Completing more than 1,000 Volunteer Days
- Delivered 23 Disability Confident events
- Achieved more than £130,000 in fundraising in cash donations and in-kind staff time
- Recorded more than 26,000 hours of Continuous Professional Development
- Delivered 56 Community Engagement Events and 20 Focus Groups
- Supported more than 600 households to access support to reduce Fuel Poverty
- Provided leadership training to 40 Voluntary Community and Social Enterprise (VCSE) partners.

3.15 Ingeus and supply chain act as exemplar employers. For example, Ingeus and TGC are members of the Good Employment Charter. Ingeus is working closely with GM's Good Employment Charter, after being finalists and notably commended in this year's Good Employment Charter awards, in the Diversity and Inclusion category. To date, they have promoted the Charter through marketing to 1,564 employers. TGC have specifically referred 110 employers to the Charter, and ensure this is discussed with all services who wish to use Elemental.

3.16 Similarly Ingeus is a Disability Confident employer and has delivered 23 Disability Confident events. All of the InWorkGM partners are Real Living Wages employers and provide a range of support and enhanced benefits to staff. In response to the cost of living crisis they have offered additional staff training and information sessions to understand the impact of rising energy prices and available support.

3.17 Digital inclusion has become a higher profile issue through Covid. Ingeus and TGC are members of the GM Digital Inclusion Taskforce, and have plans to use Social Value activity to support the aims of the Taskforce.

3.18 The Working Well programmes place a strong emphasis on integration and, as part of that, working with the local VCSE sector. To support the strength of the sector, the providers have run workshops, provided IT licenses and run business capability sessions. In addition, InWorkGM's integration team is the single point of contact in each borough for the Homeless Social Impact Bond, supporting the team with employment advice and signposting.

4. Work and Health Programme – Job Starts

- 7,370 clients achieved a job start by the end of March 2022 – with 41% of clients on the programme for 15 months (the maximum length of out-of-work support) having achieved a job start
- Job start performance has been relatively high over the last two years, at least in part due to the changes in who has joined the programme and the different the labour market
- An area of focus in the last year has been the Employer Services Team who undertake employer engagement, with the team growing as a result of JETS and Restart, however the contribution towards Ingeus job starts has remained flat and for TGC the contribution has fallen significantly
- Over a third of job starts where the wage is known pay the Real Living Wage
- There have been improvements in the extent to which initial job starts are sustained and, where clients do fall out of work, the rate of moving into a subsequent job has also increased

Job starts

4.1 To the end of March 2022, there had been 7,370 clients with initial job starts through the Working Well: Work and Health Programme – equivalent to 37% of programme starters into jobs. Of those who started the programme over 15 months ago (and therefore either started a job or had received the full 15 months of out-of-work support) 41% achieved a job start.[20]

4.2 Figure 4-1 shows the proportion of clients that started jobs over time, split out by quarter of programme start, with the earlier quarters grouped together.[21] Following lower performance for Q5-Q8 (which covers participants who started on the programme in 2019, and so includes some who likely will have been impacted by the pandemic), subsequent quarters performed strongly. Q9-12 (starters in 2020) showed an improvement on what had come before and there was then an even bigger improvement in Q13-15 (starters in first three quarters of 2021), albeit with a tapering off more recently and with Q16 performance more similar to earlier quarters.

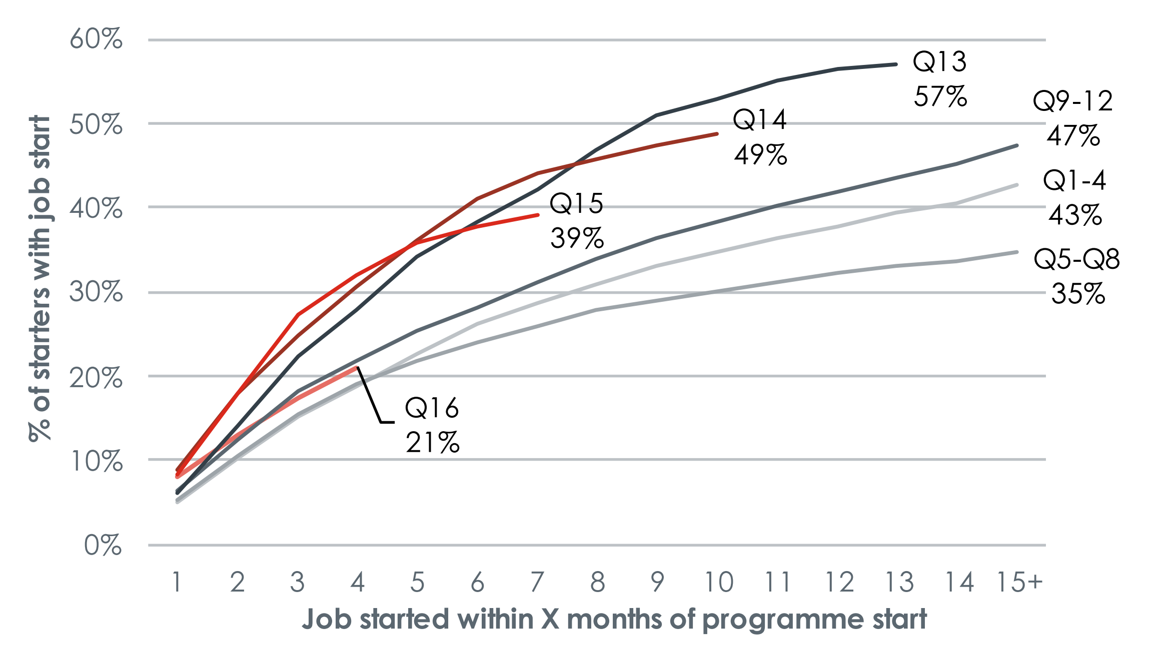
4.3 The changes in those joining the programme during this later period (last year's report suggested they were more work ready, as revisited in Chapter 3) and the state of the labour market are two contributory external factors to the improved performance; determining quite to what extent, and whether changes in programme delivery have also contributed is

[20] This counts anyone with a HMRC Real Time Information notification of earnings as having started a job, whereas last year's report counted anyone with a job start date. The equivalent figures using the previous definition are 40% of starters achieved a job start and 41% of starters over 15 months ago achieved a job start.

[21] As they performed similarly and because otherwise there are too many quarters to present legibly.

challenging to unpick, however. The labour market and changes to programme delivery are considered later in this chapter. What this set of curves does imply however is that by being very active in the early quarters the programme may have generated fewer outcomes than had people been recruited later, simply because of the changes in the labour market. Of course, this could not have been anticipated and there was a natural tendency to wish to support people who needed support as soon as possible.

Figure 4-1: Proportion of clients with a job start by months since programme start, by quarter of programme start



Source: SQW analysis of GM WHP monitoring data

4.4 The programme's original job start target was 74% but to date the quarters that have finished have been substantially below this level.[22] This is also the case for the Work and Health Programme nationally.[23] Previous Annual Reports have attributed this to the target being unrealistically high, based on the nature of those joining the programme. As a result, performance management uses profiles based on lower 'business case targets' which were set nationally as the minimum level for the programme to be cost effective, as well as comparisons between CPAs.

[22] This is a non-contractual target, but the contractual target for Earnings Outcomes is based on a target for job starts and a target for the proportion of job starts converted to Earnings Outcomes.
[23] Work and Health Programme statistics to February 2022 shows all areas except Wales are under target for job outcomes.

Job starts by local authority, client type and provider

4.5 Table 4-1 shows that as a proportion of the job start target.[24] Bury is performing best at 65%, which is considerably higher than Rochdale and Wigan on 55%. The rate is fairly similar across the three providers. By client type there is much greater variation, with LTU clients far less likely to have started a job compared to the other client groups.

Table 4-1: Number of clients with a job start, proportion of job start target and proportion of clients who started at least 15 months ago that have started a job

	Clients with job starts	% of programme starts	% of target to date (based on actual starts)	% of clients starting at least 15 months ago with a job start
Local authority				
Bolton	840	36%	57%	40%
Bury	499	41%	65%	44%
Manchester	1461	36%	56%	39%
Oldham	728	39%	60%	40%
Rochdale	577	35%	55%	36%
Salford	753	37%	57%	42%
Stockport	561	37%	60%	44%
Tameside	663	37%	61%	43%
Trafford	448	39%	62%	46%
Wigan	652	34%	55%	37%
Provider				
Ingeus	4,013	37%	60%	41%
TGC	2,709	36%	58%	41%
Pluss	648	35%	55%	38%
Client type				
H&D	5,820	37%	60%	42%
LTU	759	30%	43%	30%
EE	791	40%	63%	50%
Total	**7,370**	**37%**	**58%**	**41%**

Source: SQW analysis of GM WHP monitoring data

[24] As set out above, the target is higher than it arguably ought to be, but measuring performance against target based on actual starts is a useful measure because it factors in when clients started, so is not unduly weighted by high or low numbers of recent starters.

Job starts by characteristics and barriers

4.6 The previous Annual Report included econometric analyses of WHP data, which considered the likelihood of a client starting a job based on their characteristics/barriers, when each characteristic/barrier is considered independently. It found that the characteristics with most effect of outcomes were length of unemployment, confidence in starting work, engagement with the programme and age. As a result, over the most recent year, there has been a notable delivery focus on building confidence, older clients and levels of engagement.

4.7 The econometric analysis has not been repeated this year due to the expectation that there is unlikely to be much change in the space of a year, but it is expected to be repeated in the future. Instead, in line with the focus on equalities in this year's report, a few characteristics are considered in Table 4-2 below, showing that:

- Women are slightly less likely to have started a job than men
- Black clients are most likely to have started a job, while White clients are least likely
- Older clients are less likely to have started a job. Last year's econometric analyses found that older clients are less likely to have started a job than younger clients, falling from nearly 40% of for 20 year olds to around 20% for 60 year olds
- Clients with a disability or health condition they said could affect their ability to secure a job are less likely to have started a job. Last year's econometric analyses found that with each additional health condition the probability of client had started a job fell by 1.31 percentage points
- Cohabiting clients are most likely to have started a job. Last year's econometric analyses found being married rather than single increased the likelihood of starting a job, from 26% to 30%.

Table 4-2: Number of clients with a job start and proportion of clients who started at least 15 months ago that have started a job

	Clients with job starts	% of clients with a JS	% of clients starting at least 15 months ago with a job start
Ethnicity			
Female	2,790	36%	40%
Male	4,319	38%	42%
Ethnicity			
Asian	672	37%	40%
Black	482	44%	51%
Mixed	202	40%	46%
Other	204	40%	42%

	Clients with job starts	% of clients with a JS	% of clients starting at least 15 months ago with a job start
White	5,513	36%	40%
Age			
16-24	995	46%	56%
25-34	2,046	43%	49%
35-44	1,988	42%	49%
45-54	1,360	34%	36%
55-64	1,236	30%	32%
65+	185	26%	25%
Disability / health condition could affect likelihood of starting job			
Yes	3,509	32%	36%
No	3,370	44%	48%
Marital status			
Single	5,720	37%	41%
Married	685	38%	42%
Cohabiting	373	40%	46%
Other	367	34%	38%

Source: SQW analysis of GM WHP monitoring data

Notable changes in the labour market and delivery model

Changes in the labour market

4.8 The national data on employment and vacancies set out in Chapter 1 shows a tight labour market. However, during the fieldwork it was suggested this headline picture might be misleading based on the real time labour market information used by the programme. This shows that despite overall high vacancy levels, the vacancies in roles that most appeal to clients had actually declined. Clients have been reluctant to take up roles in sectors with high levels of vacancies, such as hospitality and care. While there is a focus on informing clients of the job roles available and identifying transferable skills, programme staff did report challenges in convincing participant to consider the roles. There is therefore a mismatch between the roles available and the job goals of participants, and it is important to note that there is a risk of clients not sustaining a job if it is not appropriate or attractive for them.

4.9 Amongst the sectors facing more acute labour shortages, the last year has seen increased engagement and often receptiveness to messages around changing recruitment and employment practices, with increasing pay, changing shift patterns, improving terms and conditions, becoming Disability Confident employers, providing reasonable adjustments for health/disabilities, joining the Good Employment Charter, and providing taxis for late shifts. This is positive and links back to the aims of the GM strategy.

4.10 However, not all employers have been receptive, and increasing costs of business was reported to have limited the scope for increasing pay for many employers. In the past year, there has notably been considerable engagement with care sector and hospitality industry bodies and the logistics/transport sector. Some of this has been brokered or supported by GMCA. The providers credited the active role that GMCA had played in identifying and brokering such opportunities, and it was suggested that it would also be beneficial to be able to work with the ten local authorities in a similar manner.

Notable changes to the delivery model

4.11 Last year's report set out a series of changes to the delivery model around moving clients into work. Notable changes since then have been:

- With the return to in-person support, there have been more opportunities to meet employers and job clubs have been running
- Increased use of sector-based work academy programmes (SWAPs) by tapping into existing SWAPs, including via Elemental (with 141 identifiable referrals) and developing new ones. These offer clients sector or occupation-specific training which is attached to employers with vacancies and usually guaranteed interviews upon completion. Notably, SWAPs that have been accessed or delivered for the sectors mentioned above as suffering from skills shortages, including with the Northern Care Alliance, Manchester Airport, Manchester Hoteliers Association. However, these have had mixed success as in some cases employer willingness to engage or adapt was less than might have been hoped for (or required to attract a broad pool of applicants)
- Ingeus have run 'employability days' where KWs set aside a full day to target employers as a team based on their caseload, and match vacancies to clients; this had been considered a successful approach
- Recently, the programme has also introduced access to an external self-employment specialist service to support clients (and KWs) around self-employment.

4.12 There have also been changes with the Employer Services Teams (EST):

- The growth of the EST across Ingeus and TGC, due to their delivery of additional programmes, including JETS and Restart. This has increased the extent of employer engagement as staff work across all programmes. There has, however, been challenges around achieving full headcount
- A change in how the EST is structured for Ingeus, with EST staff now attached to each of the WHP offices, to strengthen relationships with KWs, improve their knowledge of

caseloads, and to avoid too much of a focus on Restart and JETS clients at the expense of WHP clients. This mirrors the approach taken by TGC

- A growth in face-to-face, one-to-one support to clients, providing them with more targeted job matching and searching, and a greater focus on sourcing jobs in SMEs
- A focus on improving sharing of vacancies and leads between supply chain partners, although in the fieldwork there were some KWs who felt they still did not have equal access, and some KWs felt that the method of sharing a list of vacancies was not especially valuable
- Targeting the EST on conversion of job starts to Earnings Outcomes, and improving the use of data to track progression to outcome.

4.13 The proportion of job starts attributed to the EST by period is set out in Table 4-6 below. The pattern for TGC is concerning, with a big decrease in the EST contribution towards job starts. During the fieldwork, challenges with EST staff recruitment and retention were highlighted for reducing their contribution. Pluss also notably dropped between 2020/21 and 2021/22. For Ingeus there is no increase between 2020/21 and 2021/22, but some of the changes highlighted above have been recent, and may take time to be observable in the data. There may also be wider factors at work with: a focus on the type of jobs and clients being more selective taking away opportunities for mass vacancies that were used in the past; and the large number of vacancies generally meaning it was easier than before for clients to find work without EST input.

Table 4-3: Jobs starts attributed to EST team

Provider	Pre-2020/21	2020/21	2021/22
Ingeus	30%	37%	38%
Pluss	17%	30%	14%
The Growth Company	32%	15%	9%

Source: Source: SQW analysis of GM WHP monitoring data

4.14 Interestingly, the proportion of job starts attributed to the EST is considerably higher for clients who were longer-term unemployed. For those out of work 0-6 months 21% of job starts in 2021/22 were from EST vacancies, compared to 35% of those out of work 10 years+. This is important as it suggests a key role for EST in supporting those who usually face higher labour market barriers.

Types of jobs started

4.15 This section considers the types of jobs started on the programme in the last year compared to previous years. Table 4-4 shows how the ten most common occupations started have changed over time.[25] Compared to earlier in the programme, job starts are more likely to have been in 'Elementary administration & service occupations' and less likely to be in 'Process, plant and machine operatives'. Considering more detailed occupation categories, there has been growth in 'Customer service occupations' (7% of job starts pre-2021/22 to 12% in 2021/22) and 'Other elementary services occupations' (2% to 7%), while there have been fewer 'Call and contact centre occupations' (7% to 1%) and fewer 'Packers – bottlers/canners and fillers' (6% to 3%).

Table 4-4: Jobs by high level occupation category by period (top ten most common)

Occupation	Pre-2020/21	2020/21	2021/22
Elementary administration & service occupations	18%	16%	24%
Process, plant and machine operatives	15%	12%	9%
Customer service occupations	13%	17%	13%
Elementary trades and related occupations	11%	9%	7%
Sales occupations	8%	7%	7%
Caring personal service occupations	7%	8%	9%
Administrative occupations	6%	8%	7%
Leisure, travel and related personal service occupations	5%	4%	3%
Transport and mobile machine drivers and operatives	3%	3%	3%
Textiles, printing and other skilled trades	2%	2%	3%

Source: Source: SQW analysis of GM WHP monitoring data

4.16 Table 4-5 shows over a third of clients (37%) started jobs that paid the Real Living Wage (RLW) in 2021/22, which is higher than previous years, primarily due to an increase from TGC. However, this is unrecorded for 24% of job starts in 2021/2022, compared to 13% pre-2020/21, so the true figure may be different. It is recommended that recording of wages be improved to better understand the extent to which the programme is supporting clients into RLW-paying jobs.

Table 4-5: Jobs paying the Real Living Wage by provider and period

Provider	Pre-2020/21	2020/21	2021/22
Ingeus	23%	30%	32%
Pluss	52%	32%	32%
TGC	27%	32%	45%
Total	27%	31%	37%

[25] Note the table includes all job starts, including initial and subsequent job starts, rather than just initial job starts.

Source: Source: SQW analysis of GM WHP monitoring data

4.17 The proportion of jobs started that were full time was 56% in the last year, compared to 63% in 2020/21 and 53% pre-2020/21.

4.18 Clients are asked how they view their job in a pre-work assessment. Last year's Annual Report found that those who viewed their new job as 'just a job' were less likely to convert to an Earnings Outcome, and so a focus in the last year has been closer monitoring of these assessments in order to reduce the number of job starts viewed this way. Table 4-4 shows the proportion viewed as 'just a job' has remained similar in the last year, but at a provider level there has been movement – for Ingeus it reduced from 19% pre-2020/21 and 16% in 2020/21 to 12% in 2021/22, whereas for Pluss it increased from 19% to 24% and then 29%. For TGC it was 18% pre-2020/21, 19% in 2020/21 and 20% in 2021/22, and TGC's EST jobs were slightly more likely than non-EST jobs to be viewed as just a job. An aim for the next year should be to replicate the success in reducing the rate for Ingeus in other providers.

Table 4-6: Client views of jobs provider and period

View of job	Pre-2020/21	2020/21	2021/22
Your ideal job	10%	11%	10%
A step towards a better future	68%	70%	71%
Just a job	18%	17%	16%
Unknown	4%	2%	3%

Source: Source: SQW analysis of GM WHP monitoring data

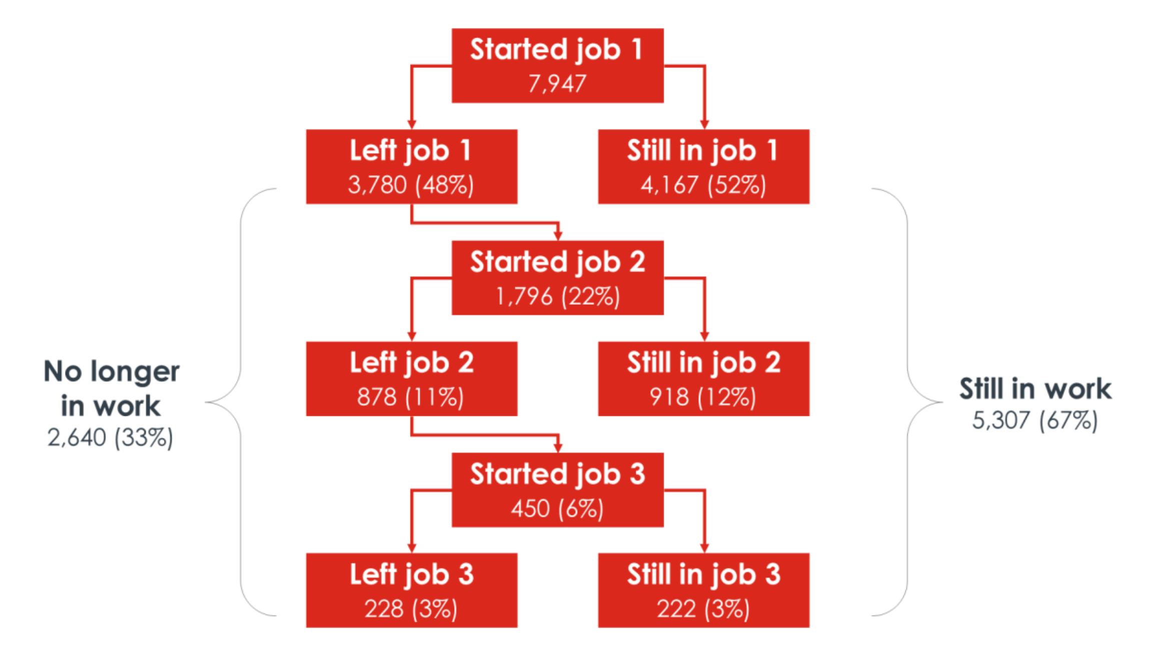
Job leavers and subsequent jobs

4.19 Clients do receive support to transition into work and in-work support to reduce the likelihood of not sustaining employment. If a client falls out of work within the 15-month support period then the provider will support them to move back into work. Last year's Annual Report set out what this offer consists of. The only notable change since then has been Ingeus restructuring their in-work support team, so that it is no longer provided by a call centre, and instead is delivered by KWs in the Response Team. This is intended to improve the quality of in-work support and enable the Response Team to be more responsive, and mirrors the approach already taken by TGC.

4.20 As of the end of March 2022, 3,780 clients had left their initial job. This is equivalent to 48% of clients that had started a job – in last year's report the figure was 51%. It should be noted that leaving a job is not necessarily a negative outcome, as clients may have secured a more suitable job.

4.21 Figure 4-2 sets out the numbers starting and leaving subsequent jobs. In total, 67% of clients who started a job are still in that job or in a subsequent job (upon leaving the programme or as of March 2022) compared to 62% in last year's report, suggesting an improvement in job sustainment and re-entry.

Figure 4-2: Number and proportion of clients leaving jobs and starting subsequent jobs



Source: SQW analysis of GM WHP monitoring data. Note job start figure is different to figure used earlier, because it includes all with a job start date, including those who have not had a HMRC earnings notification.

4.22 Table 4-7 sets out the proportion of clients that left their initial job and the proportion that are still in work (including the initial job or a subsequent job) or out of work, broken down by local authority, provider and client type.

- By local authority, Stockport and Salford have the lowest level of job starters no longer in work (28% and 30% respectively). Wigan has the highest at 39%, although this is a reduction from 44% in last year's report
- By provider, Pluss clients are most likely to be out of work following a job start (38%), although again this is a reduction, from 43% in last year's report
- By client type, LTU clients are most likely to have left their initial job and be out of work after a job start.

Table 4-7: Proportion of clients with job starts leaving their initial job and subsequently out of work

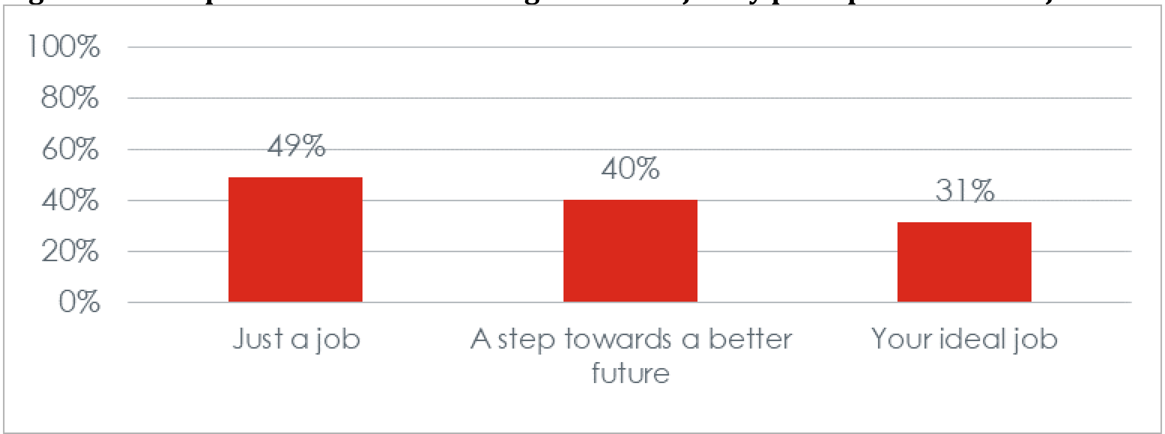
	Initial job starts	% left job 1	% no longer in work (any job)
Local authority			
Bolton	925	47%	32%
Bury	525	45%	32%
Manchester	1589	49%	32%
Oldham	783	50%	37%

	Initial job starts	% left job 1	% no longer in work (any job)
Rochdale	678	51%	37%
Salford	786	46%	30%
Stockport	571	40%	28%
Tameside	720	45%	33%
Trafford	465	52%	35%
Wigan	702	51%	39%
Provider			
Ingeus	4,269	46%	33%
TGC	2906	48%	32%
Pluss	772	53%	38%
Client type			
H&D	6,278	47%	32%
LTU	792	56%	43%
EE	877	45%	31%
Total	**7,947**	48%	33%

Source: SQW analysis of GM WHP monitoring data

4.23 Figure 4-3 shows a considerable difference in the job leaver rate and the proportion of clients that are subsequently no longer in any job based on how clients viewed their initial job in their in-work diagnostic, repeating the finding from last year's report.

Figure 4-3: Proportion of clients leaving their first job by perception of initial job start



Source: SQW analysis of GM WHP monitoring data

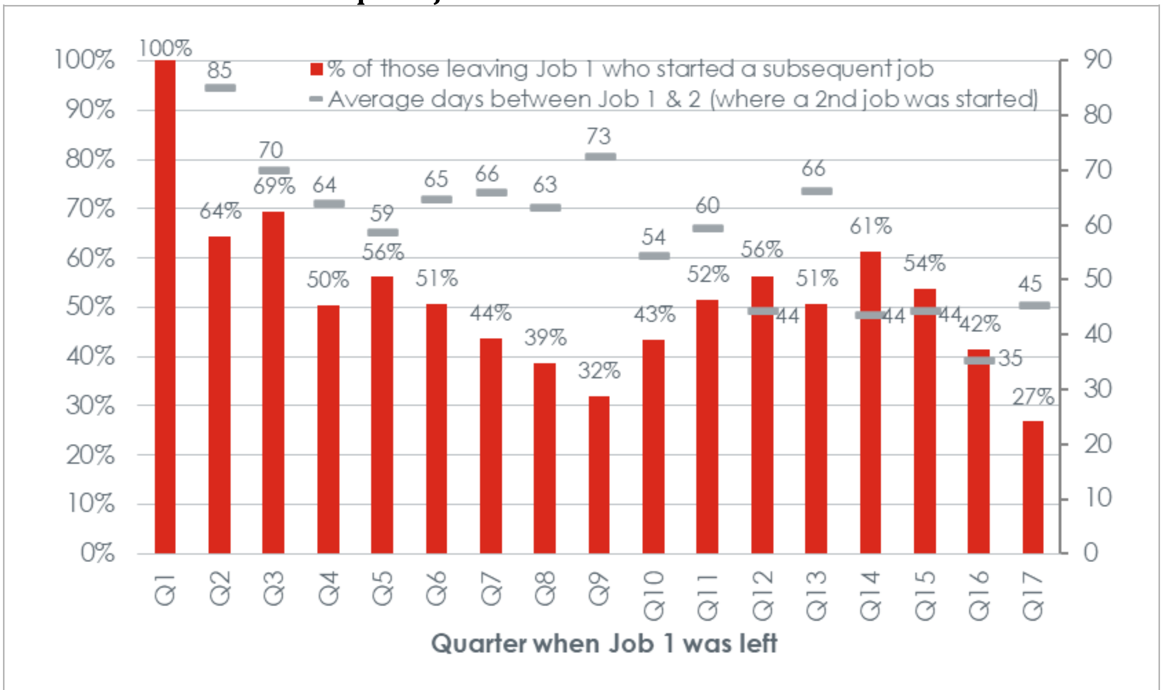
4.24 Figure 4-4 sets out when clients left their initial job. It shows that the early months have the largest risks, in particular in the first month. Positively, the proportion leaving in the first month has fallen slightly from 24% since last year's report.

Figure 4-4: Proportion of initial jobs left by months since job start

Source: SQW analysis of GM WHP monitoring data

4.25 Figure 4-5 considers data on the proportion of clients who leave an initial job start that go into a subsequent job, and the speed at which they do. It does show a higher proportion of clients have started a subsequent job in recent quarters (excluding the most recent, which offer less time for subsequent job starts), and the gap between jobs has been shortened, suggesting the Response Team model has had a positive impact alongside the general tighter labour market.

Figure 4-5: Proportion of clients going into subsequent jobs and average time between initial and subsequent job



Source: SQW analysis of GM WHP monitoring data

4.26 Last year's report noted the introduction of a dedicated EST member to the Ingeus Response Team, to provide extra employer-focused resource to get clients back into work quickly. Data on job starts attributed to the EST suggest this has been effective, as for Ingeus in 2021/22 the proportion of second jobs attributed to the EST was 50% compared to 33% for first jobs. Pre-2020/21 the contribution was 29% for second jobs and 30% for first jobs.

5. Work and Health Programme – Earnings Outcomes

- 3,771 Earnings Outcomes were achieved by the end of March 2022 – with 55% of clients who entered employment 15 months previously having achieved an Earnings Outcome
- There has been some divergence in the achievement of Earnings Outcomes by the providers in the last two years; addressing this could be a fruitful way to increase programme performance

5.1 This chapter considers Earnings Outcomes achieved to date by the Working Well: Work and Health Programme, exploring performance across:[26]

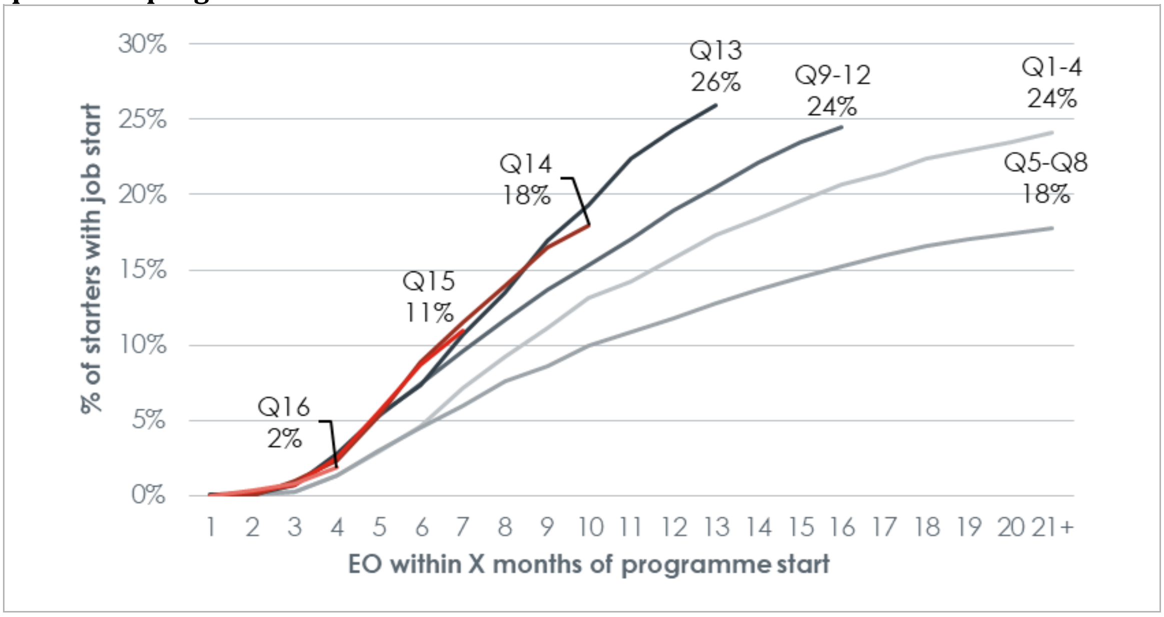
- Earnings Outcomes: triggered when a client is employed and meets the accumulated earnings threshold – equivalent to working for 16 hours per week for 182 days at the adult rate (aged 25 or over) of the Real Living Wage – within 15 + 6 months of starting the programme
- Higher Earnings Outcomes: triggered when a client reaches the Earnings Outcome threshold within six months of starting work.

Earnings Outcomes

5.2 To the end March 2022, there had been 3,771 Earnings Outcomes (EO) through the Working Well: Work and Health Programme. Figure 5-1 shows the proportion of clients that have achieved an EO over time, split out by quarter of programme start. Recent quarters, from Q9 onwards, have outperformed earlier quarters, and look on course to finish considerably higher, reflecting higher job start performance.

[26] These measures are used across the ten other Work and Health Programmes for performance management purposes, although are slightly different in Greater Manchester because: (1) the Earnings Outcome threshold is based on the Real Living Wage rather than National Minimum Wage; and (2) Higher Earnings Outcomes are only used in Greater Manchester and one of the devolved London programmes.

Figure 5-1: Proportion of clients with an EO by months since programme start, by quarter of programme start



Source: SQW analysis of GM WHP monitoring data

5.3 The programme's original EO target was 47% of starts, but to date the quarters that started 21 months or more ago are considerably below this level. This underperformance reflects lower than expected job starts to a greater extent than lower than expected conversion of job starts to EOs. The target conversion rate for the programme is 63%. To date, of clients starting a job at least 15 months ago 55% have achieved an EO. Therefore, the issues for performance appear primarily due to job start performance, although conversion could also be improved.

5.4 As Figure 5-2 shows, no quarter has achieved the expected conversion rate. It should be noted that the lower performance for recent quarters may improve retrospectively, but the current data does suggest carefully monitoring the conversion rate in the coming months.[27]

[27] In last year's report Q9-12 looked poorer than previous months, but retrospectively they have had the strongest performance to date. The reduction in job leavers in recent quarters and improved rates of starting subsequent job ought to improve the conversion of job starts to EOs

Figure 5-2: Proportion of clients with an EO by months since job start, by quarter of programme start

Source: SQW analysis of GM WHP monitoring data

Higher Earnings Outcomes

5.5 To the end March 2021, there had been 2,526 Higher Earnings Outcomes (HEOs) achieved.[28] The programme target for HEOs is to convert 83% of EOs to HEOs. Positively, for Q1-Q11 the proportion of EOs converted to HEOs is above this level at 88%. Later quarters are below this level, likely reflecting the time required to reach a HEO.

EOs and HEOs by local authority, client type and provider

5.6 Table 5-1 sets out against a range of factors, the proportion of target EOs and HEOs to date achieved, the conversion rate for clients who started a job at least 15 months ago and the conversion of EOs to HEOs for clients who achieved an EO at least 4 months ago. It shows that:

- Bury and Stockport have the strongest performance against target, although Bury has the weakest performance in converting to HEO, while Salford has the weakest conversion of starters to EOs and HEOs
- Ingeus are performing best against target, with a quite wide gap in performance against target versus the other providers, which has widened in the last year (more is said on this below)
- LTU clients are considerably lower on the conversion of starters and job starts in to EOs.

[28] Note that HEO notifications have a lag and are not considered to be fully reliable. In May 2022 a tranche of HEO notifications was received including some backdated as far as 2019.

Table 5-1: EOs and HEOs against target (based on actual starts) and conversion rates

	Count		% of target to date (based on actual starts)		% of clients with job start at least 15 months ago		% of clients with EO 4 months+ ago that achieved HEO
	EO	HEO	EO	HEO	EO	HEO	
Local authority							
Bolton	473	336	56%	48%	61%	54%	89%
Bury	276	161	63%	44%	56%	43%	77%
Manchester	675	480	46%	39%	51%	45%	87%
Oldham	388	281	55%	48%	55%	49%	88%
Rochdale	302	198	51%	40%	50%	44%	88%
Salford	325	241	43%	38%	51%	47%	90%
Stockport	324	218	62%	50%	66%	56%	86%
Tameside	375	260	61%	51%	59%	51%	88%
Trafford	217	160	52%	46%	56%	50%	90%
Wigan	314	191	46%	34%	50%	43%	85%
Provider							
Ingeus	2,209	1,488	57%	47%	59%	51%	86%
TGC	1,247	895	46%	40%	52%	46%	88%
Pluss	315	210	46%	37%	47%	40%	86%
Client type							
H&D	3,038	2,086	55%	45%	57%	49%	87%
LTU	360	300	34%	34%	47%	42%	87%
EE	373	207	59%	40%	55%	48%	88%
Total	**3,771**	**2,593**	**52%**	**43%**	**55%**	**48%**	**87%**

Source: SQW analysis of GM WHP monitoring data. The breakdown of local authority figures excludes unknowns, but figures are included in the total.

5.7 Further analysis on performance across the providers over time shows Ingeus outperforming TGC and Pluss considerably in Q9-15 (covering starters in 2020 and the first three quarters of 2021). If TGC and Pluss had matched the performance of Ingeus for converting programme starts to EOs since the since Q9 (2020 onwards) then there would have been an additional 360 EOs for starters in that period, equivalent to an 17% increase – noting that this straightforward calculation does not factor in any differences in client mix. For starters in Q16 and Q17 (October 2021 onwards) it is too early to gauge relative performance between the providers. However, it appears there may be scope for further replicating good practice between the supply chain. Ingeus has adopted practices from TGC over the last two years, but there may be scope for TGC and Pluss to adopt practices working for Ingeus.

Likelihood of achieving an EO or HEO

5.8 The previous Annual Report's econometric analysis of WHP data also considered the likelihood of a client achieving an EO and converting an EO to a HEO. Overall, the results were broadly in line with the job starts analysis, with the main differences being that confidence in being successful in a job had a greater effect, while gender and ethnicity were significant whereas they were not for job starts.

5.9 As explained in the previous chapter, the econometric analysis has not been repeated this year. Instead, in line with the focus on equalities in this year's report, selected characteristics are considered in Table 5-2 below, showing that:

- Women are slightly more likely to convert a job start to an EO. Last year's econometric analysis found male clients were less likely to have achieved an EO (8%) than female clients (10%).
- White clients are most likely to have converted a job start to an EO. Last year's econometric analysis found White clients were more likely to have achieved an EO (9%) than other ethnicities (8%).
- There is no clear pattern in converting a job start to an EO by age. The econometric analysis found older clients are less likely to have achieved an EO than younger clients, falling from around 12% of for 20 year olds to around 8% for 60 year olds, reflecting a lower job start rate.
- Clients with a disability or health condition they said could affect their ability to secure a job are equally likely to have achieved an EO if they started a job, and actually are some of the most likely to achieve a HEO if they start a job in the first instance. Last year's econometric analyses found that with each additional health condition the probability of client had achieved an EO fell by 0.67 percentage points.
- Cohabiting clients are more likely than to have converted a job start to an EO. Last year's econometric analyses found cohabiting rather than being single increased the likelihood of achieving an EO, from 9% to 12%.

Table 5-2: EOs and HEOs against target (based on actual starts) and conversion rates

	Count		% of clients with job start at least 15 months ago		% of clients with EO 4 months ago that achieved HEO
	EO	HEO	EO	HEO	
Female	1,434	934	58%	49%	85%
Male	2,208	1,572	53%	48%	89%
Ethnicity					

	Count		% of clients with job start at least 15 months ago		% of clients with EO 4 months ago that achieved HEO
	EO	HEO	EO	HEO	
Asian	341	241	51%	43%	84%
Black	234	169	53%	47%	86%
Mixed	102	75	49%	42%	88%
Other	127	78	46%	38%	81%
White	2,856	1,949	56%	49%	88%
Age					
16-24	458	283	54%	45%	84%
25-34	1,045	727	57%	50%	88%
35-44	748	512	54%	49%	88%
45-54	726	517	55%	48%	87%
55-64	667	443	56%	47%	84%
65+	75	65	45%	40%	90%
Health condition could affect likelihood of starting job					
Yes	1,765	1,223	55%	65%	87%
No	1,761	1,190	55%	45%	87%
Marital status					
Single	2,892	1,972	55%	47%	87%
Married	376	258	52%	45%	84%
Cohabiting	196	144	61%	57%	93%
Other	195	137	58%	53%	90%

Source: SQW analysis of GM WHP monitoring data

Earnings Outcomes by type of job and for job leavers

5.10 This last section briefly considers the conversion of job starts to EOs and HEOs by the types of jobs started and for job leavers.

5.11 Figure 5-3 shows conversion to an EO and HEO for clients whose job start was at least 15 months ago for all high-level occupation categories. Of the occupation categories with a reasonable number of job starts, Skilled trades occupations, Process, plant and machine operatives and Elementary occupations have the lowest conversion of job starts to EO and HEO. It should be noted though that it is possible there is a pandemic effect in these figures.

Figure 5-3: Proportion of job starts (at least 15 months ago) achieving EOs and HEOs based on occupation of initial job start

	% of clients with job start at least 15 months ago with EO	% of clients with job start at least 15 months ago with HEO	n=
Elementary occupations	51%	44%	1,187
Sales and customer service occupations	59%	50%	1,012
Process, plant and machine operatives	49%	44%	730
Caring, leisure and other service occupations	58%	51%	484
Administrative and secretarial occupations	70%	63%	333
Skilled trades occupations	48%	43%	268
Professional occupations	61%	52%	132
Associate professional and technical occupations	55%	52%	100
Managers, directors and senior officials	56%	49%	43
All jobs	55%	48%	4,289

Source: SQW analysis of GM WHP monitoring data

5.12 Analysis of the conversion rates for those who started a job at least 15 months ago also shows:

- Clients in full time jobs are more likely to have converted to an EO (61%) compared to those in part time jobs (50%), and the pattern is similar for HEOs (56% vs 39%). Clients whose contract varies (42% and 36%) or is zero hours (43% and 36%) are far less likely.
- Clients who viewed their initial job start as their 'Ideal job' are more likely to have converted to an EO (62%), followed by 'A step towards a better future' (59%) and 'Just a job' (47%), and the pattern is similar for HEOs (56% vs 51% vs 39%).
- Clients whose initial job start paid the Real Living Wage are more likely to have converted to an EO (59%) than those whose did not (56%), and the gap is larger for HEOs (53% vs 48%).
- Clients who left their initial job are far less likely to have achieved an EO (33%) than those who did not (92%), while the pattern is similar for HEOs (27% vs 82%), which shows that job leavers are having a major impact on the achievement of EOs.
- Clients who secured their job through the EST are similarly likely to have converted to an EO (56%) than those who sourced their job elsewhere (55%), but for HEO the difference is larger (51% versus 47%). Given many of the changes with the EST are more recent than 15 months ago, this will not reflect any impact from those changes.

6. Job Entry: Targeted Support (JETS) – Referrals, Starts and Profile of Clients

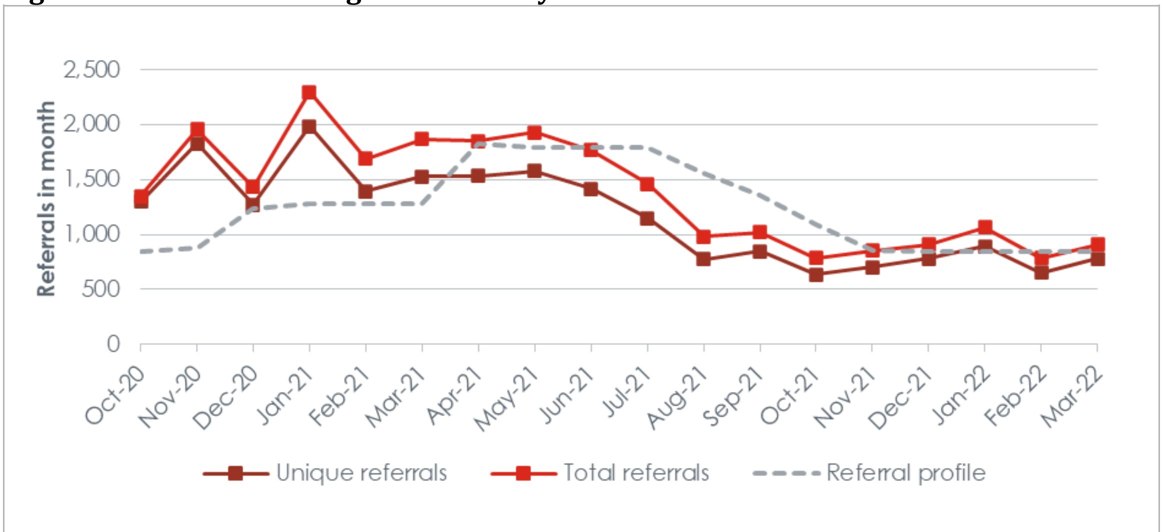
- There were nearly 25,000 referrals and 17,000 starts for JETS by the end of March 2022 following its launch in October 2020 – with referrals above target and starts slightly below, reflecting challenges in the conversion of referrals to starts which have now been addressed
- Clients joining JETS are generally those who were anticipated in terms of characteristics and barriers to work, but in the last year they do appear to be slightly further from work that previously

Programme referrals

6.1 The Working Well: Work and Health Programme - Job Entry: Targeted Support (JETS) programme had received 24,910 referrals by the end of March 2022, after launching in October 2020. Of these, there were 21,040 unique individuals referred to the programme.

6.2 Overall, the programme was at 112% of target for referrals. Figure 6-1: Actual and target referrals by month. Figure 6-1 shows how the programme was initially far above target referrals, but in July 2021 (when Restart was introduced) referral numbers fell sharply and were below profile for a few months. Since November 2021 the level of referrals has been around profile, although still flat overall from August 2021. The GM JETS programme's overall performance against referral target was higher than the DWP CPAs up to March 2022.

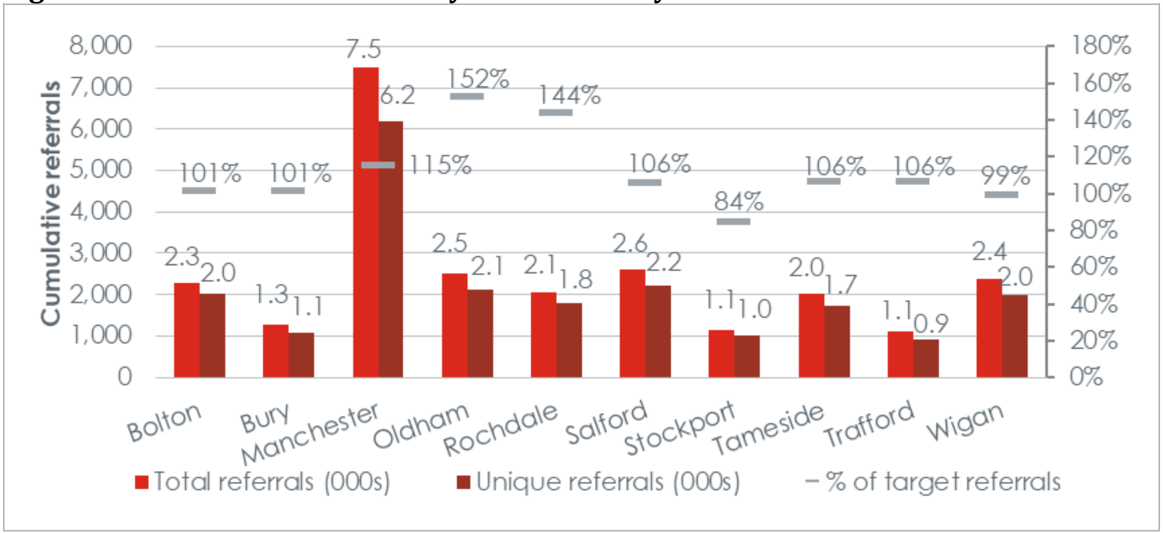
Figure 6-1: Actual and target referrals by month



Source: SQW analysis of GM JETS monitoring data

6.3 Figure 6-1 presents a breakdown of gross and unique referrals, and performance against target, by local authority. It shows all areas above profile, with the exception of Wigan (-1pp) and Stockport (-16pp). Just Oldham and Rochdale are far above the target referral levels. At a JCP site level, there is considerable variation in the level of referrals – from 40% of profile in Irlam JCP to 166% in Hulme JCP.

Figure 6-2: Number of referrals by local authority



Source: SQW analysis of GM JETS monitoring data

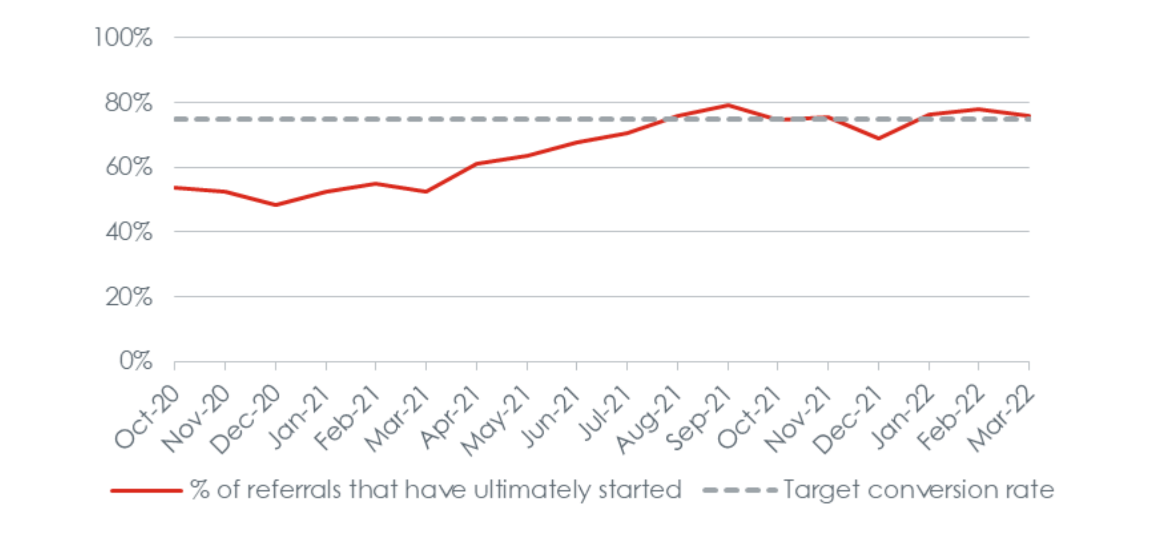
6.4 During the fieldwork, the strong performance on referrals was attributed to a few factors, most notably: the strong relationships and communication at both GM and local levels, which built on pre-existing relationships between providers, JCP and GMCA from the Working Well programmes (including WHP) and other local programmes; pre-launch identification of an appropriate pool of referrals which created the surge observed at the start; the resourcing of mobilisation with two dedicated JCP Relationship Coordinators and outreach by Employment Coaches; WHP and Restart staff being knowledgeable of JETS so they could promote it where appropriate; and the provision of promotion material including good news stories. The key challenges for referral levels had been the introduction of Restart and a decreasing pool of COVID-unemployed.

Programme starts

6.5 JETS had 15,661 starts by the end of March 2022 – 94% of the target number of starts. This is above the average performance against starts target achieved by DWP CPAs. Given that referrals are over target, this slight underperformance on programme reflects the lower than expected conversion of referrals to starts. For referrals up to February 2022 the conversion rate was 63%, against a target of 75%.[29] However, Figure 6-3 shows that since August 2021 the conversion rate has been around the expected level.

[29] Only referrals up to the end of February 2022 are included to provide sufficient time for referrals to start on the programme in March 2022.

Figure 6-3: Conversion rate of gross referrals to starts



Source: SQW analysis of GM JETS monitoring data

6.6 Table 6-1 sets out the number of starts and conversion rates by local authority. All areas were below the target conversion rate of 75% overall, however, like the headline conversion rate, all areas have improved their conversion rate in recent months. In the first quarter of 2022, just Trafford, Manchester and Tameside were below the conversion target at 70%, 72% and 72% respectively, while Stockport's conversion rate was a very high 91%. In the same quarter, 15 out of 26 JCP sites had a conversion rate above 75%, and the lowest conversion rate was 67%, illustrating the extent of improvement across all JCP sites. As a result of below target conversions, most areas are below their start targets. Stockport is furthest below at 72%.

Table 6-1: Starts and conversion of referrals local authority

Provider	Starts	% of start target	Total conversion rate	2022 Q1 conversion rate
Bolton	1526	93%	68%	82%
Bury	864	94%	70%	78%
Manchester	4205	90%	58%	72%
Oldham	1593	134%	66%	77%
Rochdale	1290	129%	67%	81%
Salford	1567	89%	63%	75%
Stockport	710	72%	64%	91%
Tameside	1119	83%	58%	72%
Trafford	609	81%	57%	70%
Wigan	1486	86%	65%	80%

Source: SQW analysis of GM JETS monitoring data

6.7 Considering the providers, Get SET Academy have the highest conversion rate overall (70%). All providers had an improved their conversion rate in the first quarter of 2022, with just TGC and Oldham Council below the 75% conversion target in the quarter.

Table 6-2: Starts and conversion of referrals by provider

Provider	Starts	Total conversion rate	2022 Q1 conversion rate
Ingeus	6,853	67%	89%
TGC	5,903	58%	81%
ELP Rochdale Council	1129	68%	75%
Oldham Council	702	56%	79%
Bolton Council	619	67%	66%
Get SET Academy	455	70%	72%

Source: SQW analysis of GM JETS monitoring data

6.8 Reasons for referrals not starting (DNSing) on the programme were set out in detail in last year's Annual Report. They included referrals not answering calls, issues with contact details, WCs not fully understanding the programme, WCs lacking knowledge of referrals' situations, and mis-selling of the programme. For DNS referrals in January to March 2022 the most common reasons for DNSing were issues with contacting them (55% of DNS referrals), followed by referrals declining to join (27%), and WC error (18%).

6.9 The improvement in the conversion rate is the result of a strong focus over the last year on addressing the issue. Factors considered to have improved the rate include:

- Introducing dedicated teams for initial engagement of referrals
- Using different contact methods to engage referrals (enabled by more consistent sharing of various contact information) and attempting contact more times, and at different times
- Improved communication with JCP, including through regular calls with JCP site managers and JETS SPOCs (specific point of contact), and through a change in SPOC in one area where the SPOC was not considered to be working well
- Allowing supply chain partners in areas with multiple providers to have direct contact with JCP site managers and SPOCs, including through weekly joint calls between the providers, SPOCs and site managers, whereas earlier in the programme all contact was via Ingeus
- Good use of data at a GM and JCP site level, including sharing weekly referral, start and DNS data dashboards
- Better communication between ECs and WCs (albeit not all were considered responsive), including through ECs undertaking outreach in JCP sites since it became possible,

providing opportunities to meet prospective referrals, educate WCs and answer their queries, and provide feedback more easily

- The removal of some eligibility criteria for referrals (although this was not communicated to all providers at the time, so some providers took longer to stop rejecting referrals on the basis of ineligibility).

6.10 While the improvement in the conversion rate is positive, and means the programme looks on course to achieve its target starts, there is one point of concern from the fieldwork. Some ECs talked about a greater expectation to accept all referrals, regardless of whether they felt they would be better served by other programmes. There is therefore a risk that too much of a focus on start rates leads to people joining a programme not well equipped to support them, which may also impact on outcome performance. That said, amongst the providers, there were some managers that were more willing to decline referrals if they felt another programme would better serve their needs.

Profile of clients

6.11 This section considers the characteristics and barriers of JETS clients. It draws on information captured during the initial assessment with clients, which has been completed by 96% of clients.[30]

Characteristics

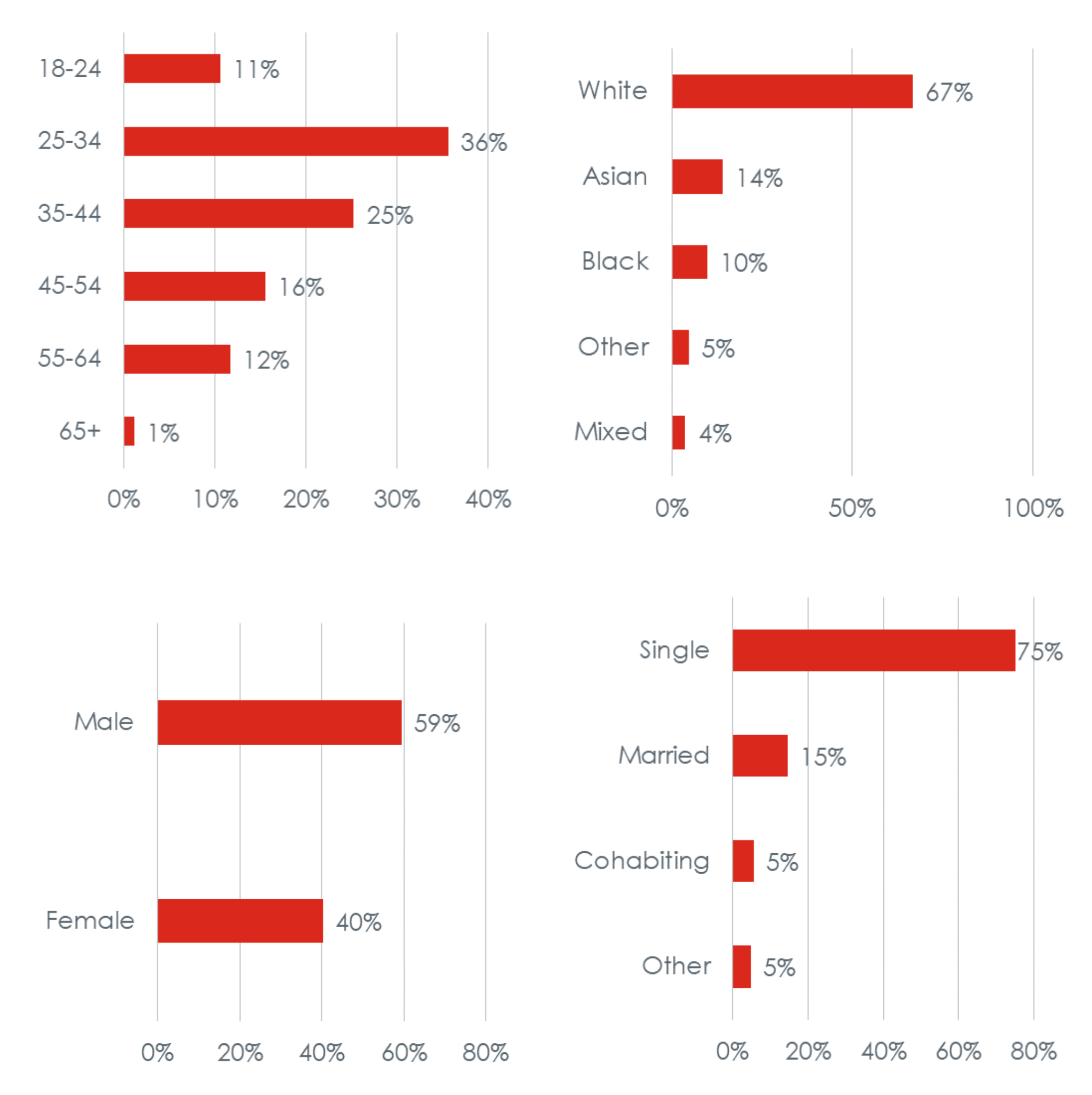
6.12 A selection of key characteristics (those in the Equality Act 2010 that are captured by JETS) are presented in Figure 6-4. These charts and other analysis show:

- there is a spread of client ages, with just over half (54%) of clients on JETS aged over 35 – the median age is 36 years
- a majority of clients are male (62%)
- a majority are white (67%)
- a majority are single (75%).

6.13 The split by gender and marital status is broadly the same as observed across the WHP, however the clients on JETS tend to be younger, which should enhance their chance of finding work based on last year's econometric analyses of WHP data. There is a lower proportion of white clients at 67% compared to 80% on WHP.

[30] Clients starting in Q1 (October-December 2020) were least likely to complete an initial assessment, with 15% uncompleted, compared to just 1% of starters in Q9 (January-March 2022).

Figure 6-4: Characteristics of programme starts (n=4719, excludes those who have not completed the initial assessment)



Source: SQW analysis of GM JETS monitoring data.

Barriers to work

6.14 Last year's Annual Report considered how JETS clients compared to WHP clients. It found that broadly the right people appeared to be going onto the right programme. In the fieldwork for this year's Annual Report it was suggested that while most clients are appropriate for JETS, over time they on average had greater barriers to work. Therefore this section considers how JETS clients have varied over time.

6.15 Figure 6-3 displays the length of time clients have been unemployed prior to starting on JETS. While clients have most commonly been have been unemployed for 0-6 months (29%), in more recent quarters, particularly Q4 and Q5 (the second half of 2021), the proportion of clients unemployed for longer has increased, suggesting a more challenging client group. This does, however, appear to have been somewhat reversed in Q6 (the first quarter of 2022).

6.16 Bury has the highest proportion of starts unemployed for over two years (32%) whereas Stockport has the lowest (17%). The finding may explain Stockport's lower referral figures, suggesting that WCs are focusing to a greater extent on the appropriateness of referrals.

Table 6-3: Time last in work by quarter of start

Length of unemployment	Q1	Q2	Q3	Q4	Q5	Q6	All
0-6 months	24%	37%	24%	22%	27%	42%	29%
7-12 months	49%	31%	17%	17%	16%	15%	23%
1-2 years	13%	18%	32%	27%	21%	12%	22%
3-5 years	10%	9%	17%	21%	22%	20%	16%
6-10 years	1%	2%	4%	6%	7%	5%	4%
10+ years	2%	2%	5%	8%	8%	5%	5%

Source: SQW analysis of GM JETS monitoring data

6.1 Table 6-4 shows the highest level of qualification held by clients. It shows that just under half (43%) are qualified to Level 3 or higher. Comparing between quarters, starters in more recent quarters have on average been qualified to a lower level. The proportion of clients with no qualifications is also lower on JETS in comparison to WHP – at 7% as opposed to 14% on WHP pre-pandemic and 11% since.

Table 6-4: Highest qualification by quarter of start

Length of unemployment	Q1	Q2	Q3	Q4	Q5	Q6	All
Degree or higher	19%	21%	16%	16%	16%	15%	17%
A levels / NVQ Level 3 (or equivalent)	26%	28%	25%	25%	23%	25%	26%
5 or more GCSEs at grades A*-C (or equivalent)	23%	18%	17%	16%	16%	15%	18%
Under 5 GCSEs at grade A*-C (or equivalent)	15%	16%	19%	20%	18%	20%	18%
Below GCSE level	7%	6%	10%	9%	10%	9%	9%
No qualifications	7%	7%	8%	10%	12%	10%	9%
Don't know	2%	3%	4%	4%	5%	5%	4%

Source: SQW analysis of GM JETS monitoring data

6.2 Table 6-5 shows the average number of barriers to work over time, based on twelve key barriers, which are identified during the initial assessment.[31] It shows that overall 40%

[31] The barriers included are: Housing - % that would like support with living situation; Finance - % reporting debt as a problem; Childcare - % reporting childcare responsibilities impact on ability to search for or take up work; Caring/Childcare - % currently caring for a friend or family member;

identified none of the barriers. However, on average there has been an increase between the quarters. Differences between the local authorities have varied over time, and possibly show some divergence, but overall the range for average scores is 1.1-14 (see Table A-3 in Annex A).

Table 6-5: Number of barriers to work per client based on twelve key barriers [32]

Number of barriers	Q1	Q2	Q3	Q4	Q5	Q6	All
0	45%	43%	40%	39%	37%	38%	40%
1	29%	27%	28%	26%	26%	25%	27%
2	12%	16%	16%	18%	18%	16%	16%
3	8%	8%	9%	8%	11%	10%	9%
4	4%	4%	4%	6%	5%	7%	5%
5	2%	1%	2%	2%	2%	3%	2%
6+	0%	0%	1%	1%	0%	1%	1%
Average number	1.0	1.1	1.2	1.3	1.3	1.4	1.2

Source: SQW analysis of GM JETS monitoring data

6.3 Table 6-6 considers the scores given to five statements on a scale of 1-6, where 1 is the most severe and 6 is not an issue. It shows that confidence in job searching skills, skills levels and personal circumstances are on average seen as the more significant barriers. All scores have decreased over time, suggesting more recent starters perceive more challenging barriers. However, very few clients have given these barriers the most severe score.

Table 6-6: Average score given to barriers by quarter of start (1 most severe, 6 not an issue)

Barriers	Q1	Q2	Q3	Q4	Q5	Q6	All
Confidence in job searching	4.5	4.5	4.5	4.4	4.3	4.3	4.4
Confidence of success in a job	5.0	4.9	4.9	4.8	4.6	4.7	4.8
Skills level	4.4	4.4	4.4	4.4	4.4	4.4	4.4
Personal circumstances	4.6	4.6	4.4	4.4	4.3	4.3	4.4
Wellbeing	4.8	4.8	4.8	4.8	4.7	4.7	4.8

Source: SQW analysis of GM JETS monitoring data

Conviction - % convicted for a criminal offence; Personal circumstances - % ranking them as making it harder to secure work (% saying 1-3 out of 6); Skills - % not confident using a computer (% saying 1-3 out of 6); Skills - % without a GCSE pass or equivalent qualification in English or maths; Transport - % without a license or car to travel to work; Confidence - % not confident they would be successful in a job if they took one today (% saying 1-3 out of 6); Job searching - % not confident about their current job searching skills (% saying 1-3 out of 6); Wellbeing - % ranking it as making it harder to secure work (% saying 1-3 out of 6).

[32] As above.

6.4 Table A-6 in Annex A summarises a range of other barriers that data is captured on. The following are notable, either due to their prevalence or changes over time:

- Lack of a driving license (58%) and lack of access to a car (73%) are the most common barriers
- 25% of clients lacked a GCSE pass (or equivalent) in GCSE English and maths, and 21% of clients said they were not confident using a computer (scoring it 1-3 out of 6)
- 10% of clients reported not being fluent in English (this has remained fairly similar over time, but lack of fluency in English was repeatedly flagged as a severe impediment to providing support in some areas if no JETS staff spoke their language or translation services were unavailable)
- 19% of clients are lone parents (rising from 12% in Q1 and Q2 to 26% in Q5) but just 4% of clients reported childcare responsibilities making it harder to find work (remaining similar between the quarters – although in the fieldwork lack of access to childcare was reported as becoming a more severe for some clients)
- 9% of clients reported having a criminal record (rising from 6% of Q1 starters to 11% of Q6 starters)
- 2% of clients reported debt as a problem (rising from 1.1% of Q1 starters to 3.2% of Q6 starters) while 4% of clients said they needed help with managing money (again rising, from 1.4% in Q1 to 4.8% in Q6) – noting that staff said clients are often unwilling to divulge this information during the initial assessment, so the true level is likely higher
- Just 1% of clients wanted help with their housing situation, but the proportion of clients not in regular housing (i.e. no fixed address, temporary accommodation, supported housing, homeless/rough sleeping, hostel) has increased, from 2% in Q1 to 6% in Q6

6.5 There were also barriers identified in the fieldwork for which corresponding data is not recorded:

- Mindset, motivation and confidence were reported as becoming more of a challenge, reflecting more clients being medium- and long-term unemployed
- Health issues were reported as becoming more prevalent, both physical and mental, but especially mental (although the 'wellbeing' scores do not strongly reflect this – but staff did say that often it might not present itself in the initial assessment)
- Lack of IT equipment or internet was a key barrier for some clients, both in accessing JETS support and securing work.

Reflections on characteristics and barriers to work

6.6 The analysis above supports the view from consultees that that clients joining in recent quarters have had more barriers to work than earlier in the programme. However, it is still the case that clients are broadly appropriate for JETS as clients with more challenging or complex barriers still appear to account for a very small minority of clients. In a similar way, the client group remains distinct from WHP.

6.7 This change in programme clients reflects external circumstances. Unemployment as a direct result of the pandemic was commonplace during the early life of the programme, but did not persist. As a result, the prospective participants in JCP are now what one consultee called 'the traditional customer base' who are more likely to have had prior experience of unemployment than those unemployed due to the pandemic and whose support needs are often not as light touch.

6.8 It is interesting that length of time out of work is increasing over time. This would suggest people who would have been eligible at earlier points have not sought support until later. This might be indicative of them thinking they would find work by themselves and being unable to do so, which would suggest the programme is achieving additional outcomes. It could also suggest some of these people had not looked for work earlier, for example due to shielding from Covid or having other means of financial support.

6.9 Finally, it is worth considering the potential impact of the cost of living crisis on JETS clients. Although the proportion of clients reporting a need for support with their finances is low, as mentioned above the true proportion is likely higher than the initial assessment suggestions, and considering living situation 35% of clients are homeowners with a mortgage or private renters. These clients may be especially vulnerable to the cost of living crisis.

7. Job Entry: Targeted Support (JETS) – Support

- JETS has delivered some support in-person over the last year, despite being launched as a purely remote support service
- The support delivered has predominantly been around employability and skills, but has also addressed issues such as confidence, money management and health
- Around a third of clients have had a period of inactivity and the majority of those who become inactive do not engage again; addressing engagement has been an area of focus for the programme as a result
- Client feedback on the programme is positive

Changes in support

7.1 An overview of the JETS support model was set out in Chapter 7 of last year's Annual Report. This is not repeated in this chapter, rather this year's report focuses on the notable developments with the support offer or delivery model, and on the support delivered in the last year.

7.2 The most notable change over the last year has been the shift from a purely remote support to a hybrid support offer. ECs have been able to offer in-person support when they think it is preferable, or when clients indicate a preference. This gives scope to capitalise on some of the benefits of in-person delivery while still retaining the accessibility and convenience of remote support as appropriate.

7.3 The ECs interviewed highlighted the benefits of in-person support for clients with language barriers and IT issues, which are key barriers to remote support, and when the EC wanted to better gauge motivation and mindset of longer-term unemployed clients. In-person support has also included Job Clubs, IT support groups, health sessions, and dedicated Open Days, which give clients the opportunity to meet ECs and members of the EST. Ultimately, ECs reported feeling able to provide a higher quality and more tailored service through a flexible hybrid delivery.

Support delivered

Employability and job search support

7.4 The support delivered to clients has still been predominantly around searching and securing work – such as careers guidance, identifying transferable skills, job search skills, developing CVs and job applications, interview techniques, exploring self-employment and identifying job vacancies. This is supported by data captured on support delivered in Table A-4 in Annex

A, which shows support around employability and job searching is far more common than support with skills and other barriers.

7.5 In the earlier stages of JETS, many clients had been in their previous jobs for years, so needed this relatively simple support to better understand their options, how and where to search for jobs, and to increase their chances of securing a job. JETS clients and staff spoke of the value of having an EC to encourage them to explore their options, to support them throughout the process of applying for jobs, and to cope with rejections. ECs have provided clients with reassurance, hope and motivation to keep applying for jobs. ECs reported that the most challenging issue around finding work was a lack of motivation. This includes clients who expected JETS to secure them a job, rather than having to be active themselves to secure work.

7.6 Where clients have been interested in self-employment, they have been supported to access the information, advice and skills needed. During the earlier stages of the programme, a cohort was identified that were aiming to secure management occupations, so an Executive Coach role was introduced to support this cohort. However, in practice the demand for this support was limited. This does however show how active reviews of the job ambitions of the caseload can and have been used to introduce appropriate support.

Case Study – Client A

Client A's Community Interest Company, which provided space for people with health conditions to undertake craft activities to improve their wellbeing and tackle social isolation, was forced to close when the pandemic struck.

After joining JETS Client A was supported to access a first aid refresher course and then referred onto self-employment support. This enabled him to develop and subsequently act on his business plan. He has since recruited new trustees for his business and sent them on training courses to equip them for their roles. His next step will be to launch a new premises to realise his updated vision for his company.

"I already had a business plan, but it wasn't up to scratch, so we redesigned it with sales and revenue forecasts ... My JETS coach was also there for moral support, keeping in touch regularly, asking how we were getting on."

"I'm feeling much more positive about the business now everything is moving forward ... I would recommend JETS without a doubt. Ingeus treat you like a human being and they want to get things done right, rather than just saying take any job you're qualified for."

7.7 This support is primarily delivered via ECs, the Employer Services Team (EST) and an online platform (iWorks), but some is delivered through external organisations. Table A-7 in Annex A shows outward referrals via Elemental for support with 'Employability and Preparation for Work' (220 clients), 'Exploring Job Goals / Skills Set and Career Planning' (219 clients), 'CV, Job Application and Interview Preparation' (80 clients) and 'Self Employment' (69 clients). Most commonly these referrals have been to National Careers Service or training providers. Similar to WHP, funding is also available to address practical barriers to moving into work, such as identification, work clothes, IT equipment, tools, transport costs, and childcare costs.

Skills support

7.8 The skills support delivered to clients has included support identifying skills or skills development needs, advice around education and training, accessing short- and longer-term vocational courses, and support with basic skills including digital and ESOL.

7.9 When designing JETS there was an expectation that clients would need support to upskill, reskill and identify transferable skills, especially where people had worked in a sector that has been significantly impacted by the pandemic and might require support to change to a sector with more opportunities. The programme introduced Adult Skills Coordinators to resource the identification of skills needs across the cohort and liaise with training providers to source appropriate support and sign them up to Elemental (see Chapter 9 for more on Elemental).

7.10 In practice, consultees said the need for reskilling has been limited due to the prompt recovery of the labour market. Consultees also said many had been reluctant to upskill or reskill, preferring to move back into employment quickly rather than accessing training. That said, ECs did say there were some clients reluctant to go back into their previous sector or occupation (hospitality was a recurring example) who wanted support to reskill or upskill. In the initial assessment 29% of clients said indicated they were only interested in working in a different sector to their previous one, rising to 41% for Catering Services.

7.11 The data on skills support is limited to Elemental referrals, which shows some of the referrals to external providers including Adult Education Budget (AEB) funded providers. Table A-7 in Annex A shows 1,304 such referrals for skills, with referrals to training most common (754 clients), followed by referrals for IT skills (164), functional skills (69) and ESOL (68). Some of the more common types of courses include CSCS cards, business administration, SIA licenses, coding courses, HGV driving, forklift licenses, health and social care, and food safety and hygiene. For clients interested in reskilling, sector-based work academy programmes (SWAPs) were seen as an effective model by programme staff. Amongst Elemental data there are 120 identifiable referrals to SWAPs across a range of sectors and occupations, but it is understood more referrals have taken place outside of Elemental. Where clients want more specialised training unavailable that is available through AEB the programme has been able to fund it.

7.12 Some consultees said the six month timeframe was an impediment to some clients accessing skills support, either because the client needed to address other issues first, or because waiting times or courses themselves were lengthy (HGV driving was a recurring example of long waiting lists). This issue was particularly acute for clients with ESOL needs. In some areas, the availability of timely formal and informal ESOL support was limited. This presented a barrier to engagement with the programme and to the likelihood of securing employment.

Wider support

7.13 JETS also supports clients with their wider barriers to work. Table A-4 in Annex A shows the most common wider support was for confidence (9% of clients), motivation (7%), finances (6%), mental health (2%) and care issues (1%). Table A-7 in Annex A shows small numbers of JETS clients have been referred externally via Elemental for wider support, most commonly for mental health support, ex-offender support, support with socialisation and support network, and self-esteem and confidence. Another important strand of support has been helping clients to with access to IT equipment or the internet, which supports job searching and access to other support.

7.14 The Money Management Advice Service was included in JETS due to the expectation that many clients would be struggling with their finances due to the pandemic. While levels of need were not as high as anticipated, there has nonetheless been a need for this support amongst the caseload. In total, 8% of clients have accessed the support, but this rises to 13% of clients starting in Q6. This aligns with the fieldwork findings, which suggested a greater need for support with finances due to the increases in the cost of living.

7.15 Consultees pointed to increased waiting lists for this type of support from organisations such as the Citizen's Advice Bureau, meaning support would be less timely if relying on external organisations to provide the support. So while not initially needed as much as anticipated, it is looking increasingly like an important part of the JETS offer. The Money Management advisors have also played a role in training ECs so they are more informed and better able to provide support around finances and fuel poverty.

7.16 By the end of April 2022 there had been 1,782 referrals to the Money Management Advice Service, of which there were 1,220 attendances. The most commonly attended support has been for better off calculations (36%), budgeting and money management (17%), and borrowing and debt management (14%). The support is primarily one-to-one, which accounts for 88% of all support attended. JETS participants have also been able to access sessions such as the Preventing Fuel Poverty sessions delivered as part of WHP's Social Value commitments.

Case Study – Client B

Client B was referred to JETS after he lost his job working for his local council. He reported feeling lost and at a crossroads in his life and career.

Client B raised his interest in exploring a new career as an ambulance driver, so his EC helped him understand what was needed to increase his likelihood of success in applying for an ambulance driver position. The support included a referral to a driving courses for certification that would help his application.

During his time on JETS, Client B was struggling with the cost of living, facing the choice between food and heating, and the threat of eviction from his home. He was provided with financial support through the Bury Social Fund and referred to the Money Management Service for financial advice. He also received financial support to purchase documents needed to demonstrate his right to work, for interview travel and for interview clothing.

Due to his challenging financial situation Client B decided to secure another role in the meantime. He was successful in securing a job working for his local council. His long-term goal is still to become an ambulance driver and he reported feeling better informed and equipped to pursue this goal. Client B said:

"I have to say that the support I have received from JETS and, in particular [my EC], has been second to none. From the first few minutes of my very first phone call I have felt completely supported in my journey of transition."

"I have more clarity and a clear direction as to where my new journey will take me"

7.17 ECs reported that the need for mental health support has been higher than anticipated and has increased over time. Lighter touch support has been available online through access to SilverCloud and Be Mindful, and externally from other support organisations. However, some ECs felt the support they could offer was not sufficient or timely. As a result, some ECs suggested a need for more in-house provision; ECs from providers that had in-house mental health support offers, via wider council services, were more likely to report feeling better equipped. Some ECs were reported receiving training around mental health, but ECs in other providers reported a desire for similar training, suggesting a need for wider coverage.

Client engagement

7.1 Participation in the programme is voluntary for all clients. Therefore, as with WHP, one of the key challenges for the programme is keeping clients engaged. Some of the difficulties with keeping clients engaged were considered in detail for WHP in last year's Annual Report. These include clients simply not answering calls, and issues with health and family life.

7.2 A client is marked as disengaged when they have not attended two appointments, three additional contact attempts have been made, and their WC has been contacted to seek any explanation and help in re-engaging them. Clients can also request to be marked as disengaged. Once disengaged, clients are still contacted regularly to continue to try re-engaging them and ensure they are aware of the support available to them – unless they explicitly ask not to be contacted.

7.3 As of the end of March 2022, 19% of on-programme clients were recorded as currently disengaged. Out of all clients who have been on the programme, 34% had at least one period of inactivity recorded. Data on the reason for disengagement was collected through February 2022 to provide a snapshot for the evaluation. The results in Table 7-1 show that inability to contact was the leading reason, accounting for 68%. During the fieldwork, ECs attributed inability to contact to clients lacking motivation, lacking of buy-in, and facing disruptive events.

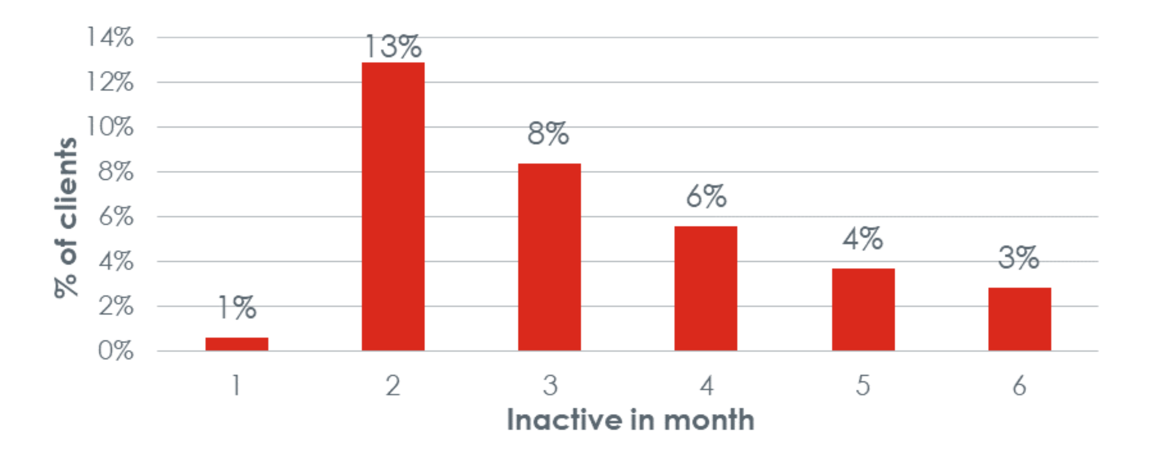
Table 7-1: Reasons clients were disengaged (February 2022 only)

Reasons	Disengaged clients	% of disengaged clients
Unable to contact	315	68%
Health reasons	52	11%
Other	44	9%
Health reasons of a dependent	20	4%
Job offer	10	2%
Personal circumstances	10	2%
Relocated outside of geographical area	8	2%
Returning to full time education	6	1%
Total	465	100%

Source: SQW analysis of GM JETS monitoring data

7.4 Figure 7-1 shows clients most commonly first become inactive in their second month on the programme – 13% of all clients who are on the programme that long becoming inactive at that point. This is equivalent to 42% of all those who become inactive (and who were on the programme for at least that long).

Figure 7-1: Proportion of clients first becoming inactive by month since start (% of clients on-programme for at least that many months)

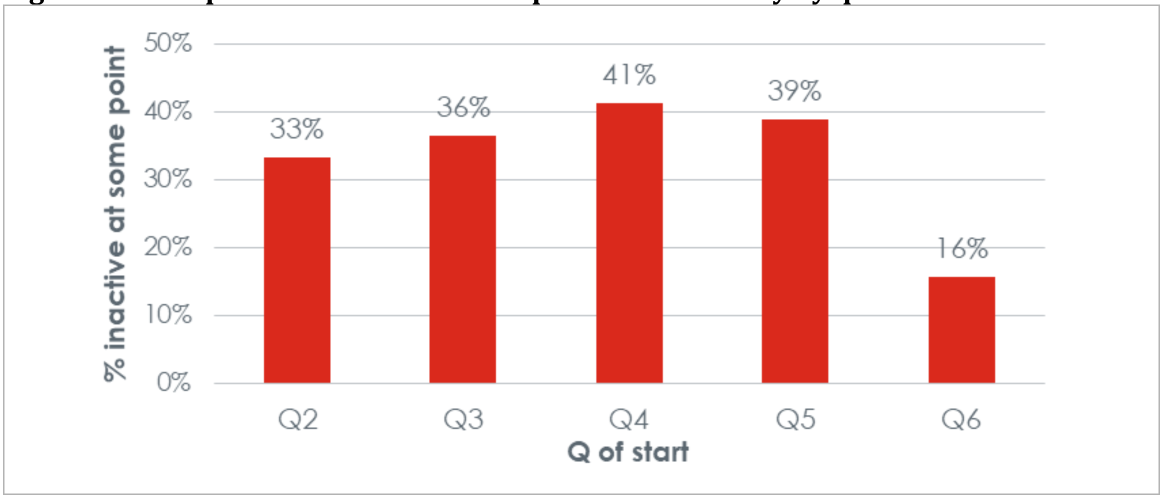


Source: SQW analysis of GM JETS monitoring data

7.5 Of the 34% of clients who were inactive at some point, 71% did not become active again. Of the 29% who did subsequently became active again, 76% subsequently became inactive again. Overall, just 7% of those who disengage have subsequently re-engaged and remained active. This highlights the importance of keeping clients engaged as far as possible in the first instance, and the findings above point to the importance of the first two months.

7.6 Figure 7-2 shows more recent completed quarters have seen a higher proportion of clients with a period of inactivity, with Q4 the most recent completed quarter. It is, however, possible this reflects better adherence to the disengagement process, which was an area of focus. Or, it may reflect the changing mix of clients, or be an unintended consequence of a lower DNS rate.

Figure 7-2: Proportion of clients with a period of inactivity by quarter of start[33]



Source: SQW analysis of GM JETS monitoring data

[33] The analysis compares monthly data exports, and due to a monthly export being missed it was not possible to consider Q1 in this analysis.

7.7 Analysis of inactivity by client characteristics and barriers also found that:

- There is some variation by age, with 16-34 year olds (35%) more likely to have a period of inactivity than 45-54 year olds (31%)
- It varies by ethnicity, with White clients most likely (36%) to have a period of inactivity and Black clients least likely (28%)
- Clients reporting more severe barriers for the barriers ranked 1-6 are more likely to have been inactive at some point, with low wellbeing most likely to be associated with higher inactivity (just 3% of clients scored 1-2 for job confidence and 9% scored 1-2 for personal circumstances).

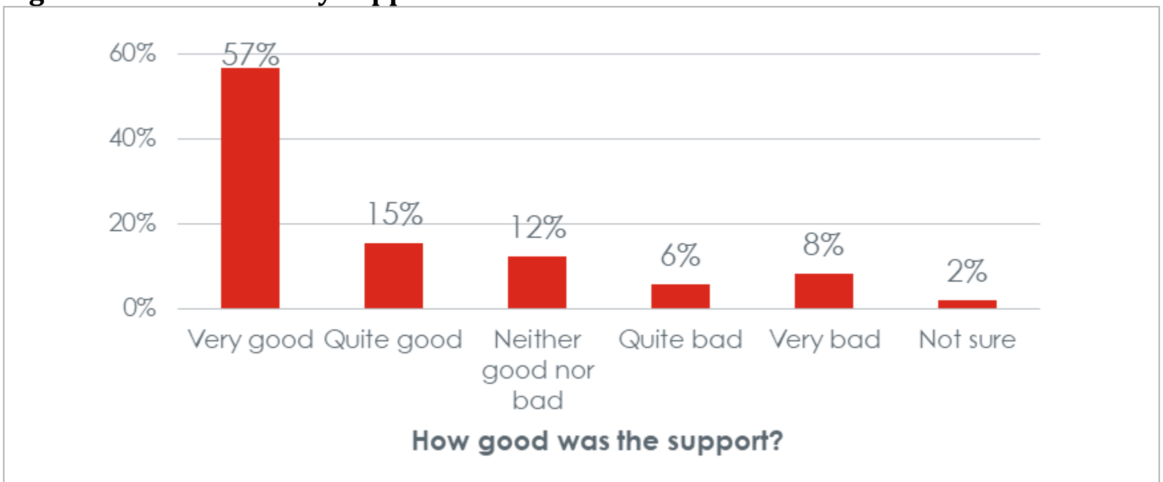
7.8 To improve engagement an engagement consultant was recruited in Ingeus to enable a greater focus on the issue, including through greater interrogation of the available data, enhancing adherence to the engagement processes, and resourcing attempts to re-engage clients. This was considered in last year's Annual Report. In TGC, a re-engagement team had been implemented to focus on the re-engagement of disengaged clients. One provider reported an approach that had worked to re-engaging clients was to swap ECs, as a new EC might be able to form a better relationship.

Participant feedback

7.9 Clients are sent a survey upon leaving the programme. The survey had 637 responses by the end of March 2022, equivalent to 5% of leavers. Survey responses were a median of 22 days and mean of 24 days after the clients left the programme.

7.10 Figure 7-3 shows responses to a question on how good the support they received was. Positively, the majority of respondents said 'very good' (57%), which is also true when only clients who did not secure a job are considered (51%). Comparing between the six providers, the results are broadly similar. Responses are also broadly in line with the results to a similar question asked in the WHP client survey in Figure 3-2.

Figure 7-3: Client survey support satisfaction



Source: SQW analysis of GM JETS monitoring data

7.11 Of the responses, 14% said that the support was quite or very bad. Where negative responses are received, they are explored with ECs to understand why, drawing on open text responses to questions on 'what you liked the most' and 'improvements that could be made' as well as client case notes.

7.12 The client survey includes open text questions on what clients liked the most about JETS and what they thought could be improved. Table 7-2 shows coded responses to the question on what they liked most, which provides insight into the frequency of different feedback. Most commonly, clients commented on the staff themselves, and how they were understanding and personable. Other common responses were about job search support, encouragement received and the positive impact on mindset, motivation and confidence.

Table 7-2: What clients liked most about JETS (some responses were coded more than once)

Coded responses	No. of responses	% of responses
Staff (understanding, personable, relatable)	151	41%
Job search support (inc CV, interview)	84	23%
Encouragement received / impact on mindset, motivation, confidence	57	15%
Access to vacancies (including targeted vacancies)	29	8%
Labour market advice / identifying job goals	26	7%
Obtaining new skills/access to training	21	6%
Frequency of support	18	5%
Comprehensive/holistic	22	6%
Access to IT and other equipment	15	4%
iWorks/CV checker	14	4%
Online workshops	14	4%
Referrals to other support	10	3%
Financial support	9	2%
Accessibility	9	2%
Check up calls	9	2%
Meeting people	2	1%

Source: SQW analysis of GM JETS monitoring data

7.13 Table 7-3 shows coded responses to the question on what could be improved. In line with the broadly positive responses to the survey. The most common suggestions were about issues with staff continuity, communication and organisation, and the extent to which support felt tailored.

Table 7-3: What clients thought could be improved about JETS (some responses were coded more than once)

Feedback	No. of responses	% of responses
Nothing	89	33%
Staff (inc continuity of staff)	35	13%
Better communication & organisation (internal and external)	31	11%
More targeted support	29	11%
Greater level of support/assistance/reassurance	22	8%
Greater provision of training opportunities/finance	18	7%
Greater variety of jobs/sources	16	6%
Everything	15	6%
Faster response times/greater staff availability	11	4%
More in-person support (rather than online/via telephone)	8	3%
More independence/less forceful	7	3%
Better exit (inc. exit interviews, follow-on support)	6	2%
Broaden eligibility/length of programme	6	2%
Workshops/seminars	2	1%
Use of video call rather than telephone	2	1%
Better resources	1	0%

Source: SQW analysis of GM JETS monitoring data

7.14 Last year's Annual Report included further feedback from direct research with participants on why clients wanted to join JETS, their satisfaction with the support offer, and impacts from the support.

Reflections on support

7.15 Overall JETS was considered well designed to support the short-term unemployed and those requiring lighter-touch support. In particular, the following design aspects were considered to have been beneficial:

- The flexibility in delivery, with limited prescriptiveness around support enabling ECs to take tailor the support offered. This had enabled the programme to flex to clients who were less work ready than anticipated.
- The ability to offer a hybrid of remote and in-person support, despite initially being commissioned as a remote programme, as well as having an online offer for clients through iWorks

- The amount of discretionary funding available was frequently commented on as high relative to other programmes consultees had worked on, and had allowed barriers to support and work to be easily addressed (albeit it does raise questions on additionality, which are considered at the end of Chapter 8).

7.16 The focus on continuous improvement and use of data has also benefitted the programme through continual refinement and targeted interventions.

Staffing

7.17 A challenge throughout delivery has been the recruitment of suitable Employment Coaches, given the tight labour market and competition with other employability provision. As a result, many of the ECs recruited for JETS had not previous worked in employability support. This had implications for the amount of training required for ECs. Positively, it does not appear to have negatively affected delivery, and there may have been a benefit to bringing some freshness into the roles.

7.18 Difficulties with recruitment has at times had implications for headcount, and as a result caseload sizes, particularly during the early stage of the programme. Average caseload numbers subsequently fell when referral levels were lower than expected and clients were moving into work at higher than anticipated rates, but have since increased again. At times average caseload number have been below the level of WHP. This has likely benefitted the support clients have received and highlights the challenge of offering stable employment to ECs and managing spend and value for money when referral and start numbers are fluctuating. More stable numbers of starts and the ability of flex ECs across areas help to manage this risk.

7.19 TGC had adopted an approach to allocating clients to ECs that was considered to work well. The initial engagement team would allocated clients to ECs with similar employment backgrounds or characteristics, which was considered to have been effective in developing good relationships.

7.20 The Adult Skills Coordinator (ASC) role was well regarded by consultees. Positive feedback focused on the role they play in identifying and liaising with training providers, raising awareness of available support with ECs, their ability to look at the training needs of the entire caseload and source training solutions, and their role in supporting the rollout and use of Elemental. Weekly information sessions for ECs (and staff on other programmes) on the different training providers were well liked. However, some ECs in supply chain partners were unaware of the ASCs suggesting a limited reach beyond Ingeus and TGC. By limiting their reach, their impact is likely also more limited.

Supply chain

7.21 JETS involves six providers. This is a larger number of providers than previous Working Well programmes, which had a maximum of three providers. The provider model has moved towards a prime and supply chain model for JETS, compared to the 'alliance' approach taken initially on WHP. The larger supply chain means more management time dedicated towards ensuring consistency and quality between the providers. The ease of remote meetings and training, and implementation of Minimum Service Delivery Standards (MSDS) were considered useful facilitators for consistency and quality.

7.22 All providers spoke positively about the relationship between providers, however there did appear to be some scope for improvement around:

- Some important messages, for example around changes in eligibility criteria, were not always communicated to supply chain partners in a timely manner
- Transparency on performance data between the providers. For much of the programme partners only saw their own data and the GM average. This made it difficult to benchmark their performance, and to see where another provider might have good practice they could learn from. Positively, more open sharing of data has recently been implemented
- Sharing resources from Ingeus to others, for example the in-house workshops being made available to clients in other providers, and Ingeus EST vacancies were not shared with partners until late in the contract (however ECs in one provider reported receiving assistance from an Ingeus EST member in sourcing niche jobs, which had been helpful).

7.23 There was possibly scope for more sharing between supply chain partners. Earlier in the contract there were weekly best practice meetings, which were valued, although they were reported to have become 'stagnant' and were subsequently stopped. These could have been beneficial on a less frequent basis. There was evidence of some ongoing sharing between other providers through direct approaches based on pre-existing relationships.

8. Job Entry: Targeted Support (JETS) – Job Starts and Outcomes

- 8,191 clients achieved a job start and 6,542 achieved an Earnings Outcome by the end of March 2022
- Of the clients who started the programme six months ago 62% achieved a job start and 51% achieved an Earnings Outcome – the Earnings Outcome achievement is far above target due to both the high job entry rate and high conversion of job starts
- While all providers have been above target there is quite a wide gap in Earnings Outcomes
- 73% of job starts where the wage is known pay the Real Living Wage

Job Starts and Earnings Outcomes achieved

8.1 By the end of March 2022, 8,191 clients on JETS achieved a job start,[34] equivalent 169% of target based on actual programme starts. Furthermore, 6,542 clients achieved an Earnings Outcome (EO), equivalent to 234% of target based on actual programme starts. An EO is achieved once a client is flagged as earning £1,000 via HMRC PAYE data or achieves a Self-Employment Outcome.[35]

8.2 It is very encouraging that the programme is ahead of target. Along with strong delivery of the programme, this overperformance to some extent reflects the fairly low programme targets of 36% of starters achieving a job start and 22% of starters (or 63% of job starters) achieving an EO. These were set at a time of high economic uncertainty since when the labour market has been much more robust than expected.

8.3 Indeed, it appears that as the labour market strengthened so did programme performance. This despite the client group typically having slightly higher needs. For example, to date, the proportion of clients who started 6 months ago achieving a job start is 62% and achieving an

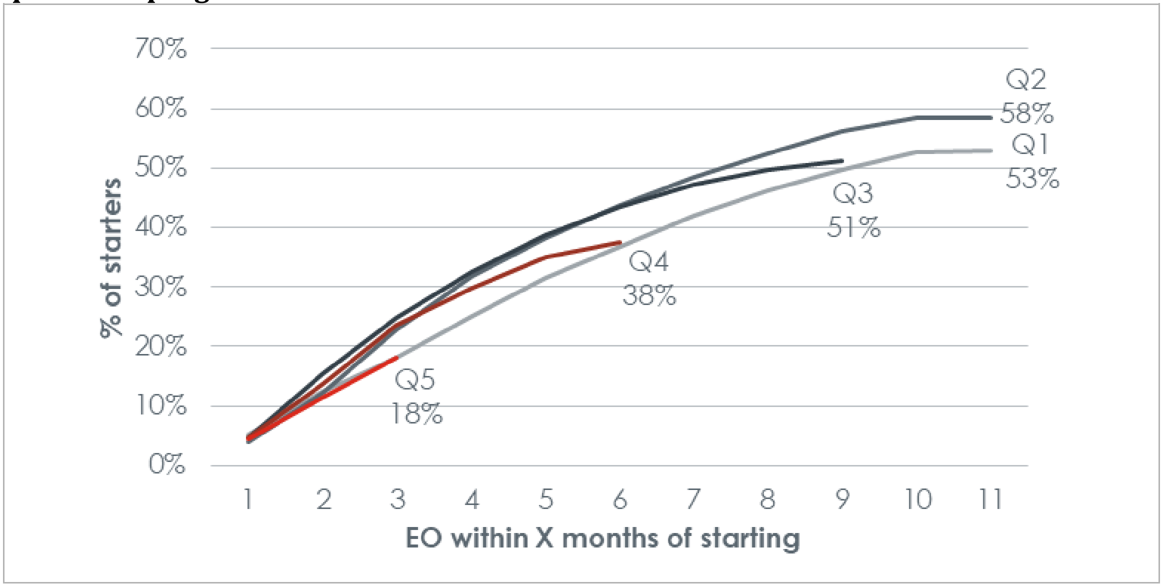
[34] This is the loosest definition of job starts which, counts anyone with a job start date (even where the start is unconfirmed) or an earnings commenced notification. This is because 65% of clients with an earnings commenced outcome don't have a job start confirmed, and 16% don't have a job start date. This reflects clients not updating ECs on job starts, and difficulties with evidencing the job starts. Conversely, just 16% of clients with a job start date do not have an earnings commenced notification, some of which will reflect the job start being recent.

[35] An Earnings Outcome is achieved if a client earns £1,000 within 238 days of starting the programme (6 months programme duration + 56 days) which is tracked for up to 299 days from programme start (valid earnings period + 61 days). A Self-Employment Outcome is achieved if a client achieves a cumulative period of at least 56 days in self-employment within 238 days of starting the programme (6 months programme duration + 56 days).

EO is 51%, while the proportion of clients who started a job 3 months ago with an EO is 81%. As a proportion of all starters, 53% have achieved a job start and 42% an EO.

8.4 Figure 8-1 shows the proportion of clients that have achieved an EO by time since programme start, split out by quarter of programme start. It shows consistently high performance, with all subsequent quarters either matching or outperforming Q1. It should be caveated that EO notifications can take time to filter through, with more recent months frequently revised upwards, therefore the seemingly lower performance in recent months should be treated with caution.

Figure 8-1: Proportion of clients with an EO by months since programme start, by quarter of programme start



Source: SQW analysis of GM JETS monitoring data

8.5 While there is no published data on JETS performance nationally, we understand that all areas are performing well above target, and within that Greater Manchester is a relatively strong performer.

Job starts and EOs by local authority and provider

8.6 Table 4-1 shows job start and EO performance by local authority and provider. It shows all areas and providers are far over target, but there is considerable variation between the providers for the proportion of starters over six months ago with a job start. TGC has the highest performance at 64% and Get SET has the lowest at 52%. The disparity in job starts is far wider than the variation between WHP providers. However, due to the small caseload sizes of the smaller providers, the increase to overall job starts if all providers matched TGC's performance would be relatively small at 244 (+3%).

8.7 The relative performance between providers on EOs is similar to job start performance, reflecting broadly similar rates of converting job starts to EOs. Ingeus is performing strongest overall for EOs, and if all providers match their performance the increase to EOs would be 212

(+3%). On the conversion rates themselves, Get SET is lowest at 76%, and Oldham Council is highest at 85% conversion.

Table 8-1: Number of clients with a job start (JS) and Earnings Outcome (EO), proportion of target and proportion of clients who started at least 3 months ago

	Achieved		% of target to date (based on actual starts)		% of clients starting at least 6 months ago		JS to EO rate (for JS 3 months+ ago)
	JS	EO	JS	EO	JS	EO	
Local authority							
Bolton	283	224	153%	218%	56%	46%	77%
Bury	491	403	150%	223%	56%	46%	80%
Manchester	213	167	147%	205%	52%	42%	79%
Oldham	3,545	2,834	174%	251%	63%	53%	82%
Rochdale	355	290	164%	239%	59%	51%	80%
Salford	3,304	2,624	176%	247%	64%	52%	81%
Stockport	780	605	158%	219%	57%	51%	83%
Tameside	468	363	170%	238%	62%	46%	82%
Trafford	2,176	1,708	172%	240%	63%	50%	84%
Wigan	868	703	168%	242%	62%	51%	84%
Provider							
Bolton Council	283	224	153%	218%	56%	46%	81%
Rochdale Council	491	403	150%	223%	56%	46%	80%
Get SET Academy	213	167	147%	205%	52%	42%	76%
Ingeus	3,545	2,834	174%	251%	63%	53%	81%
Oldham Council	355	290	164%	239%	59%	51%	85%
TGC	3,304	2,624	176%	247%	64%	52%	80%
Total	**8,191**	**6,542**	**171%**	**244%**	**62%**	**51%**	**81%**

Source: SQW analysis of GM JETS monitoring data

Types of jobs started

8.8 Some data is collected on the nature of jobs started by clients, including wage, contract type, occupation and how the client views the job.[36] These are considered in this section.

8.9 Table 8-2 shows the proportion of jobs that pay the Real Living Wage. For those where it is known recorded, 73% pay the Real Living Wage. In total this is equivalent to 4,161 RLW job starts. It is, however, unknown for a sizeable proportion of jobs started, especially for Get SET

[36] The coverage is partial, as 16% of clients with an EO do not have a job start recorded. For some metrics the coverage is even more partial.

Academy. The level of unknowns makes comparisons between the providers less robust, so it is not clear whether some providers are seeing more clients moving into RLW jobs than others. Considering the conversion of job starts to an EO, jobs that paid RLW were actually slightly less likely to be converted to an EO for job starts 3 months+ ago (81%) than those that did not (84%).

Table 8-2: Jobs paying the Real Living Wage (shows percentage of those that are known, with percentage unknown also presented) by provider

Provider	Pays RLW	Unknown
Bolton Council	65%	27%
ELP Rochdale Council	52%	30%
Get SET Academy	100%	93%
Ingeus	66%	31%
Oldham Council	74%	34%
TGC	85%	26%
Total	73%	31%

Source: SQW analysis of GM JETS monitoring data

8.10 Table 8-3 shows the contract type for jobs. The majority, where it is known, have been full time contracts. The level is broadly similar across the different providers. The conversion of job starts to EO is highest for full time contracts (84%), followed by part time (80%), zero hours (76%) and varies (68%).

Table 8-3: Contract type (shows percentage of those that are known, with percentage unknown also presented) by provider

Provider	Full time	Part time	Varies	Zero hours contract	Unknown
Bolton Council	53%	33%	7%	7%	19%
ELP Rochdale Council	59%	24%	13%	4%	19%
Get SET Academy	60%	28%	5%	6%	23%
Ingeus	61%	25%	9%	4%	13%
Oldham Council	62%	28%	6%	3%	19%
TGC	58%	26%	8%	7%	12%
Total	60%	26%	9%	5%	14%

Source: SQW analysis of GM JETS monitoring data

8.11 Table 8-4 shows the types of occupations started by clients, where captured. Most common are Elementary occupations (28%) and Sales and customer service occupations (20%). The table shows that the conversion rate for job starts to EOs is highest for Sales and customer service occupations and Administrative and secretarial occupations, and considerably below average for Skilled trades occupations.

Table 8-4: Occupation categories of known jobs, and JS to EO conversion rate

Occupation category	Count	% of JS	JS to EO rate (for JS 3 months+ ago)
Elementary occupations	1,957	28%	77%
Sales and customer service occupations	1,382	20%	84%
Administrative and secretarial occupations	1,288	18%	83%
Process, plant and machine operatives	715	10%	75%
Caring, leisure and other service occupations	551	8%	75%
Skilled trades occupations	437	6%	60%
Professional occupations	311	4%	74%
Associate professional and technical occupations	265	4%	77%
Managers, directors and senior officials	98	1%	69%

Source: SQW analysis of GM JETS monitoring data

8.12 Considering the more detailed occupation categories, clients have moved into a wide range of occupations, covering 297 different occupation categories. The most common of them have been Finance officers (8% of known jobs), Customer service occupations (7%), Other administrative occupations (5%), Elementary storage occupations (4%), and Call and contact centre occupations (4%).

8.13 Lastly, clients are asked how they view their job in two different surveys. The first is a survey of clients who have started a job, which was implemented during the second year of delivery (5% response rate). The second is a survey of programme leavers (5% overall response rate, and 3% for job starters). The table below shows the results from both surveys. The results from the job starter survey are very positive, showing three-quarters see the job as their ideal job. The end of programme survey is somewhat less positive, with considerably fewer 'ideal job' responses, and more clients viewing it as 'just a job'. Given these surveys have quite small response rates and the results differ, it is difficult to draw strong conclusions from these results about the mix of views.

Table 8-5: How client views their new job

	Job starter survey	End of programme survey
My ideal job	75%	17%
A step towards a better future	16%	55%
Just a job	9%	28%
Responses	449	277

Source: SQW analysis of GM JETS monitoring data

Action to achieve job starts and EOs

8.14 This section considers some of the notable activities, developments and evidence for JETS around achieving job starts and EOs.

Performance management

8.15 The overperformance against target necessitated a switch to performance management by measuring providers against each other and against other JETS areas to push high performance and avoid complacency when targets were being over-achieved by so much. Recently, 'stretch targets' have been introduced for the supply chain partners to further support this.

Role of Employer Services Teams

8.16 The development of the Employer Services Teams (EST) was considered in Chapter 5 on WHP. This set out how the team has grown and adapted its practices. The same story applies to JETS. The one key difference is there are no EST staff attached specifically to the programme, but ECs are supported by the team and do benefit from some direct contact with EST staff where they share an office space.

8.17 Over the last year, there has reportedly been an increase in one-on-ones between EST staff and JETS clients, more tailored job searching and reverse marketing, enabled by a smaller caseload. Another notable point from the last year is how the Adult Skills Coordinators have worked with the EST to arrange vocational training linked to jobs, providing additional skills-focused resource to the team

Case Study – Client C

Client C was feeling deflated with his job search journey due to constant rejections and felt that he needed to improve his CV. His EC started by helping Client C to understand his transferable skills to widen his job search, and supported him to improve his CV. While searching on the internal JETS jobs board he identified an EST-sourced admin role that he liked. His CV was shared with the employer and he was invited to interview within a few hours, from which he was successful in securing a job.

Client C said:

"I would not have been able to achieve this without JETS, and I am so grateful that JETS could help me turn my life around'

8.18 The proportion of job starts attributed to the EST by provider and period is set out in Table 4-6 below. It shows Ingeus having the highest proportion of job starts attributable to the EST team, but it has fallen from 31% of job starts in Q1 to 19% in Q6. This may reflect some of the factors set out in Chapter 5 for WHP, namely the changing labour market making it easier for clients to find their own jobs, and a shift away from mass recruitment vacancies that the programme was successful in tapping into during the early pandemic.

8.19 For the other providers the proportion of jobs attributed to the EST team is considerably lower overall. TGC also experienced a fall over time, whereas the other providers have had very few, and most have been recent. This may reflect the point in Chapter 7 on the lack of vacancy sharing from the Ingeus EST to the rest of the supply chain, which has now been implemented. The council providers do have their own employer engagement resource outside of JETS that they benefit from (as well as intelligence and links from business investment teams), but Get SET does not.

Table 8-6: Proportion of jobs starts attributed to EST by quarter of job start

Provider	All Qs	Q1	Q6
Bolton Council	3%	0%	5%
ELP Rochdale Council	2%	0%	5%
Get SET Academy	5%	0%	7%
Ingeus	27%	31%	19%
Oldham Council	1%	0%	0%
TGC	10%	24%	10%
Total	17%	27%	13%

Source: SQW analysis of GM WHP monitoring data

8.20 Considering the types of jobs started through the EST, they are more likely to be full time (72%) than non-EST jobs (57%). However, they are less likely to pay the Real Living Wage (59%) than non-EST jobs (76%), and this is most pronounced for Ingeus (50% vs 72%). This has improved over time, with EST and non-EST job starts in Q6 just as likely to pay RLW (78%) and the gap has closed for Ingeus (68% and 71%).

8.21 Positively, the conversion rate is higher for EST jobs, with 87% of jobs started 3 months+ ago achieving an EO compared to 80% for non-EST jobs.

Changing sector

8.22 An expectation for JETS was that clients would be looking to change sector, in response to the job losses experienced in some sectors. In practice, ECs reported some clients fit this description, and there were also clients who were seeking to switch sectors that offered better pay and conditions, or a less pressurised environment, with reluctance to return to hospitality and care common examples.

8.23 Data was collected on the sectors clients worked in previously and up to three sectors they wanted to consider jobs in. Table 8-7 summarises the extent to which clients were interested in working in the same or different sector as previously. Most clients (71%) were willing to consider the same sector as previously, and most were willing to consider different sectors (70%), while around a third would only consider their previous sector or a new sector. Amongst the more common previous sectors, clients were most likely to want to leave Catering Services (41% different sector only), which may reflect the shutting down of this sector in Covid. The full results for the ten most common previous occupations presented in Table A-5 in Annex A.

8.24 The proportion achieving an EO shows those open to considering their previous and other sectors were most likely to achieve an EO, those considering their same sector only were second most likely, and those considering a different sector only were least; the gap is quite small though, suggesting the programme has been effective regardless of whether someone is a sector switcher or not.

Table 8-7: Sectors considered by clients versus their previous sector

Sectors considered	% of clients	% of starters 6 months+ ago achieving EO
Same and different sectors	41%	53%
Same sector only	30%	51%
Different sector only	29%	49%

Source: SQW analysis of GM WHP monitoring data

8.25 Table 8-8 shows the number of sectors considered by clients. Most commonly, clients said they would only consider a single sector, but these clients were also least likely to achieve an EO. Those open to three sectors were most likely. ECs received training on how to encourage clients to consider other sectors, and the National Careers Service was commonly used to provide guidance on other sectors. These results to point to the potential benefits of this approach, nothing that these views reflect their view at initial assessment, and may have changed during the programme. A lack of openness to vacancies in care and hospitality were cited as frustrating by the EST due to the availability of these roles.

Table 8-8: Number of sectors considered by clients

Number of sectors considered	% of clients	% of starters 6 months+ ago achieving EO
1	42%	48%
2	38%	52%
3	21%	55%

Source: SQW analysis of GM WHP monitoring data

8.26 While the conversion to EO based on previous sector and considered sectors has been considered above, unfortunately it has not been possible to examine the extent to which clients did change sector – as for job starts the information collected was on occupations rather than sectors, and they do not clearly map together.

Engagement

8.27 The analysis of disengagement shows that clients with a period of inactivity are far less likely to have achieved an EO. Overall, 42% of clients without a period of inactivity achieved an EO, compared to 22% of those with a period of inactivity. For Q2-4 the figures were 53-55% versus 22-24%, so those fully engaged were more than twice as likely to achieve an EO. to apply some caution to this finding – lower engagement may be a proxy for motivation to find work, so the lower outcomes may reflect this rather than clients having received less support. Yet it is so significant a gap that avoiding disengagement ought to be a focus. Some of the issues and actions around addressing this were set out in Chapter 7.

In-work support

8.28 There was no formal in-work support planned for JETS, in expectation that the cohort would have recent employment experience and so would be less likely to need the support. However, as the conversion rate of 81% of job starts achieving EOs shows, there is some need for support. Therefore, the providers have delivered in-work support, ensuring that clients are tracked and supported to achieve EOs. This has entailed ECs having informal check-ins with clients once they had started work to provide reassurance and address any issues, and, if the client fell out of work and has not reached the EO threshold, providing support to secure another job. In the second year of delivery Ingeus relaunched this support as a formal 'job start process' with a 'job start support team' to provide a month of in-work support.

8.29 The earning threshold for JETS was relatively low and so programme follow-up was fairly short term. One slight concern is from the follow up client survey, although this had a low response rate so should be treated with some caution. Just over 10% of the respondents who had started a job reported having left their job and not being in another job. For many this may well be a temporary situation, but it does highlight the need for on-going support and tracking, and in future programmes perhaps a more substantive earning threshold to ensure this happens.

Case Study – Client D

Client D had been struggling to find work after their previous temporary agency contract in a warehouse role ended. She was open to exploring different jobs provided they were full time and had career prospects.

Client D's EC helped her to update their CV and produce more a targeted personal statement. Client D was successful in securing a job in a care home, and funding was provided to support this transition, however after a week she left the role because they did not feel it was a good fit. Client got in contact with their EC who offered to provide further help.

Together they identified Client D's transferable skills and which sectors she might enjoy working in that could lead to a career. Client D expressed interest in the education sector but was hesitant to apply due to a lack of qualifications. Her EC persuaded her to reach out to a teaching agency to have an initial conversation which led to her signing up and securing some initial work assignments, with JETS providing financial support for travel to these assignments. Going forwards, her EC suggested exploring other agencies and to continue checking for job vacancies. The expectation was that the agency role gives her a route into the sector, with the experience gained making it easier to secure further employment.

This example helps to demonstrate how JETS continues to provide support during the early stages of starting a job and will seek to find clients sustainable employment where an initial job does not work out.

"I just want to say a big thank you to [my EC]. You have helped me a lot, both personally and in terms of getting a job. I really appreciate everything you have done."

Job starts and EOs by characteristics and barriers

8.30 This section considers the achievement of job starts and EOs by client characteristics and barriers. Table 8-1 shows the achievement rates based on length of unemployment. As might be expected, clients who were unemployed for a shorter period time were more likely to have achieved a job start and EO. In general, the conversion rate also follows this pattern.

Table 8-9: Number of clients with a job start (JS) and Earnings Outcome (EO), proportion of target and proportion of clients who started at least 3 months ago

Length of unemployment	Achieved		% of clients starting at least 6 months ago		JS to EO rate (for JS 3 months+ ago)
	JS	EO	JS	EO	
0-6 months	2,578	2,076	74%	62%	83%

Length of unemployment	Achieved		% of clients starting at least 6 months ago		JS to EO rate (for JS 3 months+ ago)
	JS	EO	JS	EO	
7-12 months	2,170	1,756	69%	57%	81%
1-2 years	1,797	1,406	61%	49%	78%
3-5 years	837	643	44%	35%	78%
6-10 years	200	162	41%	35%	82%
10+ years	178	138	33%	25%	76%

Source: SQW analysis of GM JETS monitoring data

8.31 In line with the focus on equalities in this year's report, job starts for those with particular characteristics are considered in Table 8-1 below, showing that:

- Women and men are equally likely to have started a job, but women are more likely to have achieved an EO due to higher conversion rates
- Black clients are most likely to have started a job and achieved an EO, with a modest conversion rate, while Asian clients are least likely to have a job start but have the highest conversion rate
- The pattern by age is not linear like on WHP, but clients aged 55+ are least likely to have started a job and achieve an EO ('Age is not a Barrier' workshops have been delivered to provide targeted support to older clients around their age)
- Job start and EO rates are mixed by marital status.

Table 8-10: Number of clients with a job start (JS) and Earnings Outcome (EO), proportion of target and proportion of clients who started at least 3 months ago

Characteristics	Achieved		% of clients starting at least 6 months ago		JS to EO rate (for JS 3 months+ ago)
	JS	EO	JS	EO	
Ethnicity					
Female	3,102	2,583	62%	54%	85%
Male	4,698	3,622	62%	50%	78%
Ethnicity					
Asian	1,049	817	60%	49%	83%
Black	818	632	67%	53%	81%
Mixed	288	225	63%	52%	78%
Other	388	283	63%	48%	78%
White	5,214	4,211	62%	52%	82%
Age					

Characteristics	Achieved		% of clients starting at least 6 months ago		JS to EO rate (for JS 3 months+ ago)
	JS	EO	JS	EO	
16-24	976	855	60%	54%	88%
25-34	3,036	2,409	64%	53%	81%
35-44	1,988	1,514	62%	49%	78%
45-54	1,198	951	66%	54%	80%
55-64	873	707	57%	48%	81%
65+	66	57	48%	42%	85%
Marital status					
Single	5,923	4,759	63%	52%	81%
Married	1,104	838	61%	49%	79%
Cohabiting	433	338	61%	50%	81%
Other	360	286	59%	49%	80%

Source: SQW analysis of GM JETS monitoring data

8.32 Job achievement rates for further characteristics and barriers are considered in Table A-6 in Annex A. Notable points are:

- Housing situation: Clients living in a hostel or of no fixed address are least likely to achieve an EO (43%), while homeowner with mortgage most likely (58%)
- Childcare: Clients who say their childcare responsibilities impact on their ability to search for or take up work are less likely to achieve an EO (41%) than those who do not (52%), while lone parents (47%) are less likely than those who are not (52%)
- Caring: Clients caring for a friend or family member are less likely to achieve an EO (45%) than those who are not (52%)
- Criminal conviction: Clients without a criminal conviction are more likely to achieve an EO (52%) than those with one (36%-42%, depending on spent/unspent)
- Personal circumstances: Clients scoring their personal circumstances as a severe barrier are far less likely to achieve an EO (38%) than those who score them as no barrier (57%), although very few clients gave the lowest score
- Confidence using IT: Clients scoring their confidence using IT the lowest are far less likely to achieve an EO (34%) than those who score it the highest (57%), although very few clients gave the lowest score
- Qualification level: Clients with a degree are most likely to achieve an EO (59%), while those with no qualifications are least likely (38%)
- Access to a car: Clients with a car to get to work are more likely to achieve an EO (53%) than those who do not (48%)

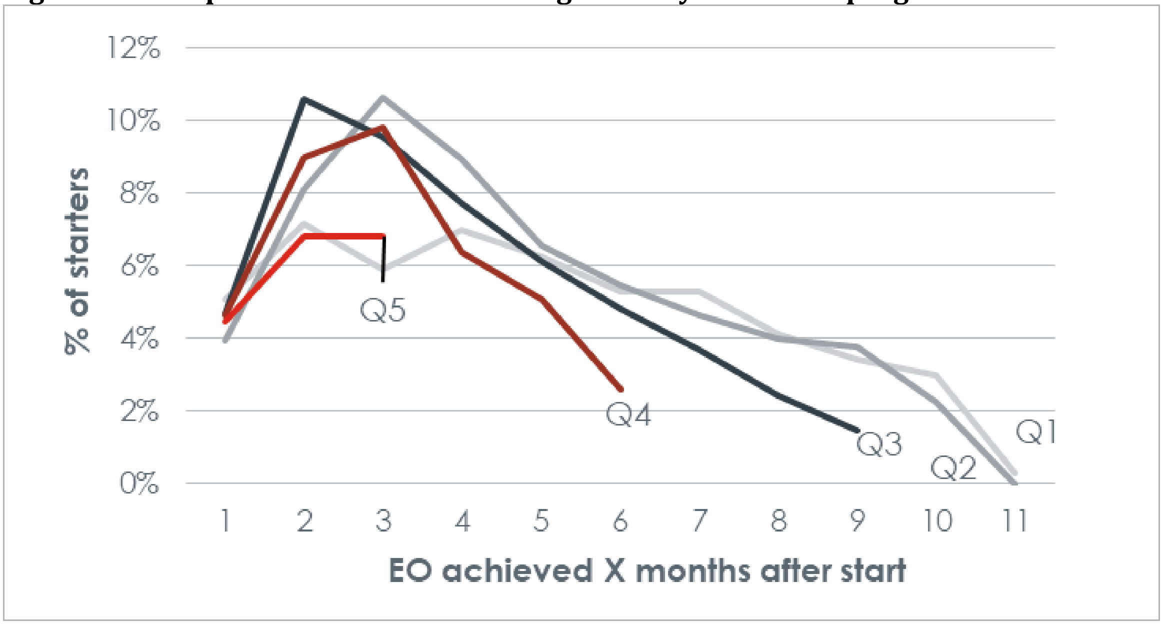
- Skills level: Clients scoring their skills level as a severe barrier are far less likely to achieve an EO (33%) than those who score them as no barrier (55%), although very few clients gave the lowest score
- Confidence in starting work: Clients scoring their confidence in starting work the lowest are far less likely to achieve an EO (30%) than those who score it the highest (56%), although very few clients gave the lowest score
- Wellbeing: Clients scoring their wellbeing as a severe barrier are less likely to achieve an EO (44%) than those scoring it as no barrier (55%), but those scoring it 2 out of 6 are least likely (38%); positively those giving the lowest score have the highest sustainment rate out of any score.

Value Added

8.33 JETS was an unusual programme in targeting the more recently unemployed. It is therefore important to consider how far it generated additional value in supporting people back to work. This section considers some of the evidence around this.

8.34 As shown in this report, clients who are shorter-term unemployed (the target cohort) have a high likelihood of moving into work, while Figure 8-2 shows many clients reaching an EO threshold of £1,000 within just 1-2 months, especially in Q2-4. This short period of programme support could suggest that many would have found work without JETS and alternatively, that for some a very small amount of support was all that was needed. .

Figure 8-2: Proportion of clients achieving an EO by time since programme start



Source: SQW analysis of GM JETS monitoring data

8.35 The end of programme client survey asked clients whether they think JETS helped them secure the job they started. With a response rate of just 3%, the findings in Table 8-10 should be treated with caution, but it shows a majority agreeing the programme had helped, and nearly half said it is unlikely they would have started their job without the programme. It is, however, perfectly possible that clients would have secured a different job.

8.36 In the fieldwork, consultees emphasised the preventative nature of the programme – by providing support with careers guidance, job searching, interviewing, upskilling/reskilling, and addressing financial barriers – some clients will have been prevented from becoming long-term unemployed, with all the negative implications that entails. It was suggested that JCP and the National Careers Service lacked the capacity to provide this light-touch support that can be instrumental in making the difference to people avoiding becoming long-term unemployed, or helping them to secure jobs more quickly or that better match their aspirations. This capacity issue was perhaps most acute through Covid and the sharp spike in employment that it brought about.

Table 8-11: Client view on whether JETS helped them start their job

Did JETS help you find the job you started?	Respondents	% of respondents
Yes – I would probably not have started this job without the programme	137	49%
Yes a bit – I probably would have started this job without the programme	66	24%
No – I would have started this job without the programme	77	28%
Respondents	280	-

Source: SQW analysis of GM JETS monitoring data

8.37 Clients were also asked whether they were better or worse off financially in their new job compared to their old one. It found around half were better off, and a minority were worse off.

Table 8-12: Client view on whether they will be better off financially

Did the job mean that you were?	Respondents	% of respondents
Better off financially than you were in your last job	147	51%
The same financially as in your last job	75	26%
Worse off than you were in your last job	55	19%
Respondents	277	-

Source: SQW analysis of GM JETS monitoring data

Clients who did not start a job

8.38 The evidence on progression for the 38% of clients who had not achieved a job start during their time on the programme is very limited. Data expected to be captured on exit for the evaluation was not captured, but the participant survey has achieved some coverage of these clients (a 7% response rate). Of the respondents who did not find a job during the programme, a majority said they felt better equipped to find work than before they started the programme, but this does leave 41% who did not.

9. Integration

9.1 Last year's Annual Report included an extensive update around integration, focussing on cross-programme integration and integration with the support landscape. This chapter provides an update on these, with a particular focus on Elemental and Adult Education Budget (AEB) integration.

Cross-programme integration

9.2 A key story of the last year has been the economies provided by the providers delivering multiple programmes, including WHP, JETS and Restart, and the cross-programme integration and benefits that have arisen.

9.3 Most notable has been how scale has allowed roles to expand and additional integration support roles to be funded. This is overseen by new post of Head of Integration who is working to realise opportunities for cross-programme working and benefits, including through a new Integration Strategy. Examples of how greater resourcing of integration is benefitting both WHP and JETS includes:

- The groundwork for integration and Elemental by ICs in WHP to the benefit of JETS and Restart
- ASCs sourcing training opportunities and Elemental sign-ups, and running sessions on training opportunities across the programmes
- ESTs securing and sharing vacancies across programmes
- Restart's Local Integration Leads (LILs) providing additional integration resource, benefitting WHP and JETS by identifying and sharing new services and training providers, and assisting in managing the relationships with existing services and training providers
- Greater investment in data staff and infrastructure within Ingeus, improving data capabilities.

9.4 Some of the support offer has also reached across programmes, with access to the Money Management Service expanded to WHP clients, and sessions around fuel poverty delivered through WHP's social value commitments opened up to JETS clients. There is a risk, however, with the end of JETS. The possible loss of the Money Management Service and ASC roles could leave gaps in provision and resource. Losing the Money Management Service could be a significant loss given the economic climate. Losing the ASCs could leave the resourcing of training provider liaison less well resourced, to the detriment of WHP, especially as ICs are now primarily working in JCPs delivering the new pre-referral information sessions. ASCs have enhanced the responsiveness of skills support to caseload need, while the link between EST and ASCs has enhanced the responsiveness of skills support to employer needs.

9.5 The large number of clients across the programmes delivered by the providers also offers potential advantages, giving the programmes greater leverage with and appeal to training providers and employers. The scale and diversity of participants makes it more likely that courses and vacancies can be filled.

Wider integration

9.6 Consultees in the providers, GMCA and JCP cited the relationship with built with JCP as a continued key success for the programmes. The comparatively high level of referrals to WHP and JETS were both considered a testament to the well-functioning relationship the programmes have at the GM and local levels, with all partners seeking to drive performance. Despite WHP, JET and Restart all seeking referrals from JCP, the three programmes were considered to be working well alongside each other, with staff liaising with JCP keen for referrals go to the best programme to support their needs, rather than prioritising referral numbers.

9.7 Last year's report talked about the level of change in the support landscape. Consultees in integration-focused roles noted the need to continue outreach to build their networks and maintain existing relationships. Local Integration Boards used to play an important role in this within each locality, however these are now only running in one area, possibly to the detriment of networking opportunities.

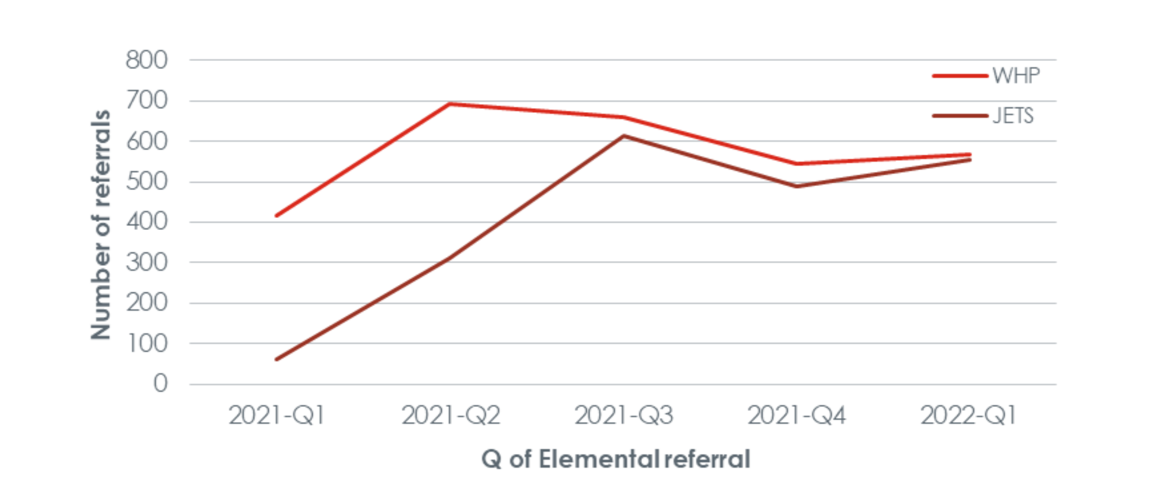
9.8 GMCA played an active role as commissioner in brokering opportunities with services and employers to benefit the programmes' clients. This has included exploring opportunities for support around dental issues, and opportunities to work with the Northern Care Alliance in response to the level of vacancies facing the sector.

Elemental and the Adult Education Budget

9.9 Finally, a key story of the last year has been the continued embedding of the Elemental platform. The system was procured by the Greater Manchester Health and Social Care Partnership as a social prescription tool and has also been adopted by Working Well. The platform is intended to collate all available services and courses in one place, providing a single, uniform referral pathway from Working Well programmes to wider support services and providers. It is an important instance of GMCA capitalising on the opportunities presented by devolution of health and social care and delivering of the Working Well programmes, and draws together the health and employment agendas and organisations to enable a more holistic approach. Working Well is the first service to use Elemental for employment and skills provision.

9.10 To date, there have been 5,197 referrals to 682 different interventions across 198 organisations, supporting 3,482 individual clients. Table 9-1 shows the number of referrals made via Elemental over time.

Figure 9-1: Elemental referrals over time



Source: SQW analysis of GM WHP and JETS monitoring data

9.11 The interventions available through Elemental have been primarily employment and skills related, with the programmes prioritising signing up Adult Education Budget providers, although a range of other support is available from council services and the VCSE sector. Table 9-1 shows the types of referrals made on the platform, with My Skills most common for JETS and My Skills and My Work joint most common on WHP. Table A-7 in Annex A shows 'Skills - Training/Courses', 'CV, Job Application and Interview Preparation' and 'Employability & Preparation for Work' are the most common specific referral reasons. The extent of sign-ups from health services has been more limited than anticipated, due to health services tending to require self-referrals and/or conduct their initial assessments as part of a referral process which could not be replicated on Elemental.

Table 9-1: Referrals by type for WHP and JETS, and proportion of clients referred

Referral type	Referrals		% of referrals		Clients		% of clients (WHP: for those starting since Jan-21)	
	WHP	JETS	WHP	JETS	WHP	JETS	WHP	JETS
My Skills	1,208	1,304	42%	59%	787	985	6%	6%
My Work	1,221	776	42%	35%	898	551	7%	4%
My Life	160	74	6%	3%	118	39	1%	0%
My Health	209	24	7%	1%	151	16	1%	0%
Any	2,883	2,195	-	-	1,884	1,470	19%	9%

Source: SQW analysis of GM WHP and JETS monitoring data

9.12 Amongst consultees for the Annual Report, there was widespread buy-in to the concept of Elemental, but views on the execution and added value were more mixed. Those who viewed it positively talked about the benefit of having a live directory of provision (and in particular skills and AEB provision), in particular for new staff and providers. The approach of having referral organisations sign up to the platform was seen to have strengthened some of the relationships with external services and training providers. The use of Elemental was considered to be well-embedded in programme delivery for many delivery staff.

9.13 Those who were more negative or critical said it had added another system, because sign-ups by services they referred to were not comprehensive, so other systems for recording and making referrals are still required. Some of the other recurring issues related to the use of Elemental by organisations receiving referrals: that referrals were not being acknowledged or picked up, meaning untimely responses and KWs/ECs having to chase organisations directly; and interventions being out of date or poorly described. This was considered as having put some KWs/ECs being put off from reusing the platform, and some did state a preference for referring via other routes during the fieldwork. Quality assurance processes, including a quarterly review and meeting with referral organisations, have been implemented to try and minimise these issues; as a result Elemental does have considerable resource requirements now that it serves multiple Working Well programmes and Restart, so an Elemental Manager has been hired.

9.14 Table 9-2 and Table 9-3 show the use of Elemental by the different providers over time for WHP and JETS, based on the proportion of clients starting in each quarter that have had a referral via Elemental. It shows 9% of all JETS clients and 15% of WHP starters since the start of 2020 have had a referral via Elemental. There is considerable variation between the providers on both programmes, with TGC making the most referrals as a proportion of clients JETS and Ingeus making the most on WHP. Pluss have made very few referrals, and Bolton Council, Rochdale Council and Oldham Council have made close to no referrals. During the fieldwork, consultees from the council-run providers did state a preference for using pre-existing referral pathways for the organisations they use, as well as for utilising their in-house offers, with Elemental used as a back-up when provision could not be sourced through the usual routes.

Table 9-2: Proportion of WHP clients referred by starter quarter and provider

Start quarter	Ingeus	Pluss	TGC	All
Q9	8%	2%	4%	6%
Q10	12%	0%	3%	8%
Q11	13%	2%	7%	10%
Q12	17%	0%	11%	13%
Q13	31%	7%	14%	22%
Q14	30%	5%	20%	24%
Q15	27%	8%	16%	21%
Q16	25%	3%	13%	19%
Q17	9%	0%	5%	7%

Start quarter	Ingeus	Pluss	TGC	All
Starters since 2020	20%	4%	11%	15%

Source: SQW analysis of GM WHP and JETS monitoring data

Table 9-3: Proportion of JETS clients referred by starter quarter and provider

	Bolton Council	Rochdale Council	Get SET Academy	Ingeus	Oldham Council	TGC	All
Q1	1%	0%	3%	2%	0%	2%	2%
Q2	0%	1%	1%	5%	1%	9%	6%
Q3	0%	0%	16%	7%	0%	18%	11%
Q4	0%	0%	18%	10%	1%	21%	12%
Q5	0%	0%	25%	15%	1%	24%	16%
Q6	0%	0%	44%	11%	2%	18%	11%
Total	0%	0%	14%	8%	1%	15%	9%

Source: SQW analysis of GM WHP and JETS monitoring data

9.15 Lastly, one of the factors considered to be limiting the utilisation of Elemental was the lack of appropriateness of some AEB provision, especially for JETS. Much of the provision was considered too inflexible, lengthy, and/or not at the right level or pitch. Often the support needed for clients is more bite sized. Having a larger client base via WHP, JETS and Restart may make it more viable and cost effective to develop / purchase this type of provision.

10. Conclusions

10.1 This final chapter draws a series of reflections from the body of evidence presented in the report. It splits into two broad sections. Firstly, it looks at programme performance and then secondly considers the programmes in the context of the refreshed Greater Manchester Strategy, which was published in March 2022.

10.2 The conditions for the latest in the series of Annual Reports for the evaluations of the Work and Health Programme, including JETS, have once again been very different this year to the one(s) that came before. This time, external conditions have changed in ways which have often been supportive to programme performance, with the economy opening up again after Covid and a subsequent surge in vacancies creating new opportunities for people to find work. The programmes have continued to adapt to these changing conditions, and the providers have demonstrated instances where they have learned from each other about aspects of delivery, and sought to use data and insight to drive performance.

10.3 The number of clients being referred has been above the target for WHP over the year. This is a good achievement given the risk associated with the introduction of Restart. The conversion rate of referrals to starts is stable but has remained below that attainted pre-Covid. This likely reflects a lack of face to face contact enforced through Covid and the way this limits the ability to build relationships and enthusiasm for the programme with people. It therefore indicates learning about what is required in the start process and, if so, the conversion rate should improve as more face to face engagement is undertaken. The newly introduced pre-referral information session also looks to be helping with the conversion rate.

10.4 It also reflects learning about when face to face contact can be important to performance. This was a common theme in the fieldwork interviews this year. While the team have worked hard to deliver through the pandemic, they are recognising benefits in face to face delivery.

10.5 JETS also faced challenges with converting referrals to starts. In total referrals were at 112% of target but starts at 94%. Conversion rates have improved up to the expected level as a result of actions taken to build profile and relationships, and good use of data insights.

10.6 The client mix has also changed over the past year for both programmes. For WHP it still appears more favourable than in the pre-Covid period, but in the last 12 months it has become slightly less favourable than in the prior 12 months. For example, the share of starters out of work over 12 months has increased and the average number of barriers per starter is up slightly.

10.7 For JETS, the client mix has become more challenging. This was identified by Employment Coaches and reflected in the data, which showed new starters with more barriers to work, longer periods out of work and lower qualifications than those in the early months of the programme. This shift may reflect the changes in the labour market, with fewer large scale job losses due to Covid and, as reflected in the interviews, the more usual types of client becoming unemployed and seeking support.

10.8 The range of changes made to programme delivery alongside the positive external environment have meant that the proportion of starters on WHP who subsequently gain jobs has risen in recent quarters. Clients starting in Q9-12 (2020) showed an improvement on what had come before and there was then an even bigger improvement for Q13-15 (starters in the first three quarters of 2021), albeit with a tapering off more recently and with Q16 performance more similar to earlier quarters. This trend should be monitored carefully in the coming months.

10.9 Around half of WHP job starters leave their initial job, often in the first month. However, in total, two-thirds of WHP clients who started a job are still in that job or in a subsequent job (upon leaving the programme or as of March 2022) compared to 62% in last year's report, suggesting a small but important improvement in job sustainment and re-entry. Part of this improvement also appears to reflect the role of the Response Team.

10.10 The improvement in job starts has carried in to Earnings Outcomes for WHP, with later quarters again showing higher percentages of starters gaining an employment outcome. The conversion of job starts to EOs is broadly flat, although down slightly on the year before. More significantly, as in previous years, it appears that the shortfall against target is much more due to limited numbers of jobs starters rather than job starters not converting to EOs, as shown in Table 10-1 where the shortfall in the final row is much less than the two rows above.

Table 10-1: WHP job start (JS) and Earnings Outcomes (EO) against target

	Original target	Overall performance	Performance Q9 – Q12
Starters with JS	74%	41%	47%
Starters with EO	47%	22%	24%
JS converting to EO	63%	55%	57%

Source: SQW analysis of GM WHP monitoring data

10.11 Much effort has gone into learning and sharing experiences across the three providers. We note in the report changes made by one provider to reflect learning from another. Despite this, there remains some significant apparent variation across the supply chain as shown in Table 10-2. In particular:

- Pluss clients appear slightly less likely to start a job and then are more likely to leave that job and not enter another job
- TGC clients appear to have similar outcomes to Ingeus except for lower EO achievement, which reflects a lower conversion of job starts to EOs.

10.12 As we set out in the main body of the report, if the supply chain could be managed to match the level of the best performer then performance overall would be significantly better. This does, however, assume that all providers are dealing with the same mix of clients. Last year's econometrics showed that once client characteristics were controlled for, performance was not statistically different. Yet this year's analysis indicates a clear gap has emerged in the conversion of job starts to EOs between Ingeus and TGC in more recent quarters. This analysis suggests that performance is diverging and that this issue requires attention. This is now expected to be an area of focus going forwards.

Table 10-2: WHP job starts and Earnings Outcomes by provider

	Ingeus	TGC	Pluss
Programme starts with JS	37%	36%	35%
Achievement against JS target	60%	58%	55%
Clients starting at least 15 months ago with a job start	41%	41%	38%
Job starters who leave job 1	46%	48%	53%
Job starters no longer in work	33%	32%	38%
Starts with EO	24%	20%	21%
Achievement against EO target	57%	46%	46%

Source: SQW analysis of GM WHP monitoring data

10.13 JETS has continued to demonstrate strong performance. It has delivered over 200% of its original target to date. This is very encouraging for any programme. Performance has remained strong even as people coming on the programme appear to have more barriers than those in the early months.

10.14 Delivery this far ahead of target is attributable to a number of factors, in particular programme delivery and the targets themselves (both the percentage of starters expected to enter work and low earning threshold). The targets were set at a time when there were concerns about how the economy and labour market would recover from Covid. In reality, the labour market recovery was much stronger than expected, with a large upswing in vacancies. In the fieldwork, the consensus view was that for the JETS clientele a primarily remote support offer with the option for some in-person support had worked well (whereas for the WHP clientele views on the benefits of hybrid support were more mixed).

10.15 An important consideration for JETS is the additionality of the programme, especially as it is unusual to support the short-term unemployed through this type of programme. In 'normal times' many people who become unemployed will be able to move back in to employment with no programme support. However, any assessment of the additionality and economic impact of JETS is limited by the lack of available evidence on the counterfactual.

10.16 The evidence gathered through the evaluation suggests those supported believed the programme had helped them to find work. Many however found jobs very quickly, reaching the £1,000 earnings threshold within one or two months of programme start, making it likely the amount of support received was fairly small. That said, small amounts of support could be important, for example for people who had not had to look for a job for some time, or those who wanted/needed to change sector or occupation after the pandemic.

10.17 This type of adjustment could happen without support or through JCP (and the National Careers Service). However, there was concern that JCP Work Coaches and existing provision did not have sufficient capacity to work to the level required with the surge of unemployed people that occurred because of Covid. In light of this, the key role played by JETS has been to increase the level of support available for the unemployed during a major economic shock.

10.18 The growth in labour market opportunities has brought new challenges, with clients reportedly becoming more selective about the types of job they are interested in. This has created some issues around employer engagement, with clients less interested than before in some sectors that used to and could provide vacancies at scale, such as retail or call centres. At the same time some employers have looked more to the programme as a way to fill vacancies, but often these vacancies have not appealed to WHP/JETS clients, for example in hospitality or care. The barriers for some sectors appear to reflect to the nature of the jobs, pay and conditions, as well as perceived risks around sectors most affected by the pandemic. Efforts have been made to encourage employers to consider how to make these sectors more appealing, but often there appears to have been limited progress in achieving these changes.

10.19 These developments have also led ESTs to seek out new occupations and sectors, and to more frequently undertake tailored and targeted searching aligned to client needs. While Ingeus has scaled up its EST, the share of vacancies it is filling has remained flat. In the other two WHP providers the share of job attributed to the EST has fallen, possibly to the detriment of their performance. It also appears that the contribution of the EST to JETS has fallen and that it is very uneven across providers.

The contribution of WHP and JETS to the GM strategy

10.20 The refreshed Greater Manchester Strategy was published in March 2022. Of the three Shared Outcomes in the strategy, WHP and JETS are most relevant to the first, and also relevant to the second:

- The Wellbeing of our People, which includes residents having good, lives, better health and central to Working Well better jobs and reduced inequalities
- Vibrant and Successful Enterprise, which focusses on businesses being able to thrive, and people from all communities supported to realise their potential.

10.21 Below these Shared Outcomes are commitments and projects measures. They reinforce the importance of good jobs and wellbeing, digital access and skills development across all of Greater Manchester's population. The table below summarises some of the key ways that WHP and JETS have contributed to these aims.

Table 10-3: The contribution of WHP and JETS to the key aims of the Greater Manchester strategy

	Nature of contribution	Key metrics / delivery	Wider perspectives
Improved employment	Supporting people who are out of work to (re-) enter employment	7,370 clients started work through WHP, with 3,771 Earnings Outcomes by the end of March 2022 8,191 clients on JETS achieved a job start and 6,542 clients achieved Earnings Outcomes by the end of March 2022	On WHP: • Women are slightly less likely to have started a job than men, but then more likely to convert to an EO • Black clients are most likely to have started a job, while White clients are least likely. However, white clients are most likely to have converted a job start to an EO • Younger clients are more likely to have started a job, with 40% of 20 year olds finding work down to around 20% for 60 year olds. Age does not appear to influence conversion to an EO. Training has been provided to Key Workers on the particular issues faced by older people in finding work • Clients with a disability or health condition they said could affect their ability to secure a job are less likely to have started a job, but then are equally likely to have achieved an EO if they started a job On JETS: • Men and women were equally likely to start work, but women were more likely to convert to an EO • Job start rates were fairly consistent and highest for Black clients. White clients were least likely to convert a job start to an EO • There was a less clear pattern across age groups than for WHP, but older people did appear to do less well.
Good jobs	People entering work that is secure and well paid	On WHP in the last year 37% of jobs paid the Real Living Wage, up from 27% before 2020/21.	The changes in the labour market have created better conditions for the Employer Services Team to work with employers to encourage them to become Disability Confident employers, providing reasonable adjustments for

	Nature of contribution	Key metrics / delivery	Wider perspectives
		On JETS 73% of jobs paid the Real Living Wage.	health/disabilities, joining the Good Employment Charter and make wider adjustments to be more attractive to potential employees and widen their potential labour pool.
Supporting businesses	Upskilling and motivating people to work in businesses which are recruiting	Elemental shows 261 identifiable referrals (141 for WHP and 120 for JETS) to Sector-based work academies (SWAPs) across a range of sectors and occupations, but it is understood more referrals have taken place outside of Elemental.	Related to good jobs, the Employer Services Team and Adult Skills Coordinators have sought to work alongside sectors facing recruitment issues to identify opportunities and needs, match those to WHP/JETS clients, and source opportunities for clients to reskill and upskill.
Good health and wellbeing	Tacking the physical and mental health issue of programme clients	119,000 instances of health support to WHP clients 26,700 external signposts to health support, of which 8,500 to GPs. 339 JETS clients received interventions for mental health.	A range of health support has been delivered through in-house teams, external referral and providing access to online resources such as SilverCloud and Be Mindful.
Digital inclusion	Boosting digital skills and access to enable clients to find work	There have been 407 referrals to IT skills through Elemental (210 for WHP and 197 for JETS)	In addition to improving skills the programmes have also provided clients with IT equipment and internet access to enable them to participate in the programmes while delivery was online, and to be able to take-up working from home opportunities.
Skills development	Providing skills support, especially through the Adult	47,000 recorded skills interventions to WHP clients.	JETS introduced Adult Skills Coordinators to resource the identification of skills needs across the cohort and liaise

	Nature of contribution	Key metrics / delivery	Wider perspectives
	Education Budget, to support people to find work	15,800 WHP clients signposted to external skills support, including 7,000 to National Careers Service JETS has referred 1,304 clients for skills support via Elemental	with training providers to source appropriate support and sign them up to Elemental. This has led to Elemental being available and sued as a key tool for referring clients across the programmes to Adult Education.

Source: SQW

Annex A: Additional data analysis

WHP analysis

Table A-1: Qualification level and living situation of starters by time period

Characteristics	Jan-18 to Mar-20	Apr-20 to Mar-21	Apr-21 to Mar-22	All starts
Highest qualification				
No qualifications	14%	10%	12%	13%
Below GCSE level	11%	10%	11%	11%
Under 5 GCSEs at grade A*-C (or equivalent)	22%	23%	23%	22%
5 or more GCSEs at grades A*-C (or equivalent)	15%	19%	19%	17%
A levels / NVQ Level 3 (or equivalent)	17%	19%	15%	17%
Degree or higher	8%	10%	9%	9%
Don't know	8%	7%	6%	7%
Current living situation				
Rented social	43%	31%	37%	39%
Living with family	26%	31%	25%	27%
Rented private	18%	21%	23%	20%
Homeowner - mortgage	3%	5%	5%	4%
Homeowner - outright	4%	4%	4%	4%
No fixed address	2%	3%	2%	2%
Temporary accommodation	1%	2%	2%	2%
Supported housing	1%	1%	2%	1%
Homeless	0%	1%	1%	1%
Hostel	0%	0%	0%	0%

Source: SQW analysis of GM WHP monitoring data. (2022=5,118; 2021=4,674, pre-2021=9,451)

Table A-2: Proportion of WHP starters identifying barriers to work, pre/post the start of the pandemic[37]

Barrier	Jan-18 to Mar-20	Apr-20 to Mar-21	Apr-21 to Mar-22
My Life			
Housing: % that would like support with living situation	9%	4%	3%
Housing: % who have been in care	6%	5%	5%
Finance: % reporting debt as a problem	16%	14%	15%
Finance: % needing help to budget and manage money	9%	10%	10%
Childcare: % reporting childcare responsibilities impact on ability to search for or take up work	6%	6%	7%
Caring/Childcare: % who are a lone parent	13%	12%	17%
Caring/Childcare: % currently caring for a friend or family member	6%	6%	6%
Conviction: % convicted for a criminal offence	16%	15%	14%
Conviction: % reporting a conviction would restrict access to jobs requiring a DBS check	5%	5%	5%
Family: % that would like support with family life challenges	6%	5%	7%
Confidence: % who don't consider themselves to be a confident person	27%	28%	29%
Skills: % without a car that could be used to get to and from work	85%	78%	79%
My Work			
Attitude: % not believing or not sure they can find and obtain work	19%	17%	18%
Confidence: % not confident they would be successful in a job if they took one today (% scoring 1-3 out of 6)	40%	37%	47%
Work Experience: % who have served in the armed forces	3%	3%	2%
My Skills			
Skills: % that would like support to develop skills	62%	33%	27%
Skills: % needing help with reading	11%	8%	6%
Skills: % needing help with writing	14%	9%	8%
Skills: % needing help with maths	15%	8%	5%
Skills: % not confident using a computer (% scoring 1-3 out of 6)	39%	31%	36%
Skills: % not confident with reading and writing (% saying 1-3 out of 6)	22%	22%	25%
Skills: % not fluent in English	9%	8%	9%
Skills: % who need help with their English to find work or remain in work	4%	2%	2%
Skills: % already attending classes/ training to improve their English	3%	1%	1%

[37] As a proportion of clients that provided an answer. Note that the proportion not responding varies by question, but is broadly similar

Skills: % without a GCSE pass (A*-C) or equivalent qualification in English or Maths	36%	27%	29%
Skills: % without a full driving licence that is valid in the UK	71%	65%	65%
My Health			
Health: % reporting a health condition or disability that could affect their ability to get a job	56%	54%	59%
Health: % reporting a health condition or disability that could affect their ability to stay in a job	46%	46%	52%
Health: % reporting they would you need 'reasonable adjustments' if moving into work	58%	55%	58%
Physical health: % that do not do any exercise	24%	19%	21%
Physical health: % that do not eat a healthy diet	25%	19%	20%
Mental Health: % reporting they have suffered a recent bereavement	22%	18%	20%
Addiction: % reporting they would you need to reduce drug or alcohol use if starting a job	6%	5%	6%
Learning Disability: % with a learning disability	4%	2%	2%
Learning Disability: % who require additional learning support	1%	1%	1%
Learning Disability: % who believe their learning disability makes it harder to find work	2%	2%	1%
% in receipt of Personal Independence Payments	13%	9%	10%
Dental: % with problem or pain in their mouth at the moment	9%	11%	11%
Dental: % with problems with teeth or mouth problems that stop them smiling or speaking without embarrassment	11%	10%	10%
Dental: % not registered with a dentist	34%	38%	44%

JETS analysis

Table A-3: Average number of barriers by local authority and quarter of start

Number of barriers	Q1	Q2	Q3	Q4	Q5	Q6	All
Bolton	1.4	1.6	1.3	1.3	1.5	1.7	1.4
Bury	0.8	1.2	1.0	1.7	1.8	1.4	1.3
Manchester	0.9	1.0	1.2	1.2	1.1	1.2	1.1
Oldham	1.1	1.3	1.4	1.6	1.5	1.5	1.4
Rochdale	1.1	0.6	1.2	1.1	1.3	1.5	1.2
Salford	1.0	0.9	1.2	1.1	1.3	1.6	1.2
Stockport	1.1	0.8	1.1	1.1	1.2	1.1	1.1
Tameside	1.1	1.3	1.1	1.4	1.2	1.2	1.2
Trafford	0.6	1.0	1.1	1.2	1.1	1.3	1.1
Wigan	0.9	1.1	1.1	1.0	1.3	1.3	1.1
All	1.0	1.1	1.2	1.3	1.3	1.4	1.2
Bolton	1.4	1.6	1.3	1.3	1.5	1.7	1.4

Source: SQW analysis of GM JETS monitoring data

Table A-4: Support delivered to JETS clients by area

Intervention	Clients supported	% of clients supported	Instances of support	Average instances of support
My Work				
Employer Expectations/Relations	13,136	88%	32,573	2.5
Exploring Job Goals/Career Planning	10,153	68%	35,887	3.5
CV/Cover Letter Development	8,615	58%	17,508	2.0
Job Search Techniques	4,659	31%	13,009	2.8
Interview Techniques	2,138	14%	3,647	1.7
Labour Market Knowledge	836	6%	1,523	1.8
My Skills				
Exploring Competencies	1,759	12%	3,786	2.2
Exploring Skill Set	1,662	11%	2,429	1.5
Confidence	1,371	9%	3,269	2.4
IT Skills	214	1%	310	1.4
Assertiveness	123	1%	131	1.1
My Life				
Finances	881	6%	1,223	1.4

Intervention	Clients supported	% of clients supported	Instances of support	Average instances of support
Caring/Childcare	115	1%	184	1.6
Housing	73	0.49%	131	1.8
Criminal Record	52	0.35%	66	1.3
My Health				
Motivation	1,042	7%	1,456	1.4
Mental Health	339	2%	465	1.4

Source: SQW Analysis of GM JETS monitoring data

Table A-5: Sought after occupation based on previous occupation (for top 10 most common previous occupations)

Previous occupation	Number of clients	Same sector only	Different sector only	Same and different sectors
Retail Sales and Customer Service	2,112	31%	23%	46%
Storage, Dispatching and Delivery	1,946	30%	27%	43%
General and Personal Services	1,129	31%	33%	36%
Catering Services	1,081	21%	41%	38%
Administrative and Clerical	804	36%	18%	46%
Construction	673	43%	22%	35%
Maintenance, Service and Repair	639	27%	36%	38%
Manufacturing and Engineering	554	26%	33%	41%
Education and Training	422	38%	24%	38%
Transport	390	36%	26%	39%

Source: SQW Analysis of GM JETS monitoring data

Table A-6: Starts, job starts and EOs by characteristics and barriers to work

Characteristic/barrier	Starts	% of starts	Job start	% with JS – of all starters	% with JS – of starters 6 months+ ago	EOs	% with EO – of all starters	% with EO – of starters 6 months+ ago	Conversion of JS to EO – of JS 3 months+ ago
Current Living Situation									
Homeowner - outright	633	4%	332	52%	61%	275	43%	52%	83%
Homeowner with mortgage	985	7%	594	60%	68%	478	49%	58%	84%
Rented social housing	3972	27%	1,851	47%	57%	1,422	36%	45%	78%
Rented with private landlord	4100	28%	2,182	53%	62%	1,691	41%	50%	79%
Supported housing	88	1%	39	44%	56%	32	36%	46%	82%
Living with family	4582	31%	2,601	57%	66%	2,151	47%	56%	83%
Temporary accommodation	265	2%	124	47%	61%	98	37%	49%	80%
No fixed address (e.g. staying with friends on a temporary basis)	179	1%	78	44%	53%	59	33%	43%	79%
Hostel	25	0%	9	36%	64%	6	24%	43%	71%
Homeless/rough sleeping	27	0%	10	37%	53%	9	33%	47%	100%
Is there any support you would like with your living situation?									
Yes	140	28%	62	44%	56%	42	30%	40%	74%
No	299	60%	128	43%	57%	107	36%	48%	84%
Not Sure	57	11%	31	54%	64%	23	40%	50%	77%
Finances - Is debt a problem for you?									
Yes	337	2%	156	46%	57%	130	39%	50%	87%
No	14,520	98%	7,664	53%	62%	6,091	42%	51%	81%

Characteristic/barrier	Starts	% of starts	Job start	% with JS – of all starters	% with JS – of starters 6 months+ ago	EOs	% with EO – of all starters	% with EO – of starters 6 months+ ago	Conversion of JS to EO – of JS 3 months+ ago
Do you need any help to budget and manage your money?									
Yes	536	4%	251	47%	59%	210	39%	52%	88%
No	14,321	96%	7,569	53%	62%	6,011	42%	51%	80%
Does your childcare responsibilities impact on your ability to search for or take up work									
Yes	575	5%	243	42%	51%	192	33%	41%	76%
No	10,177	95%	5,486	54%	63%	4,422	43%	52%	82%
Are you a lone parent?									
Yes	2,813	19%	1,303	46%	56%	1,040	37%	47%	81%
No	11,955	81%	6,468	54%	63%	5,143	43%	52%	81%
Do you currently care for a friend or family member?									
Yes	1,029	7%	483	47%	56%	388	38%	45%	78%
No	13,827	93%	7,337	53%	63%	5,833	42%	52%	81%
Have you ever been convicted of a criminal offence?									
Yes, spent	849	6%	380	45%	54%	274	32%	41%	73%
Yes, unspent	300	2%	117	39%	48%	83	28%	36%	76%
Yes, spent and unspent	28	0%	14	50%	53%	11	39%	42%	80%
Yes, unsure if spent or unspent	181	1%	75	41%	52%	58	32%	40%	73%

Characteristic/barrier	Starts	% of starts	Job start	% with JS – of all starters	% with JS – of starters 6 months+ ago	EOs	% with EO – of all starters	% with EO – of starters 6 months+ ago	Conversion of JS to EO – of JS 3 months+ ago
I have a case pending	17	0%	6	35%	60%	5	29%	50%	75%
No	13,481	91%	7,228	54%	63%	5,790	43%	52%	81%
On a scale of 1-6 to what degree do you think your personal circumstances are making it difficult to secure work?									
1	435	3%	163	37%	45%	128	29%	38%	80%
2	849	6%	323	38%	49%	254	30%	40%	78%
3	2,379	16%	1,062	45%	54%	842	35%	44%	79%
4	3,504	24%	1,791	51%	62%	1,404	40%	50%	80%
5	3,666	25%	2,029	55%	66%	1,611	44%	54%	80%
6	4,023	27%	2,452	61%	68%	1,982	49%	57%	83%
Is English your first language?									
Yes	11,467	77%	6,041	53%	62%	4,886	43%	52%	82%
No but fluent in English	1,559	10%	850	55%	67%	636	41%	52%	76%
No	1,830	12%	929	51%	61%	699	38%	48%	78%
Are you attending any classes or training to improve your English skills?									
Yes	140	28%	62	44%	56%	42	30%	40%	74%
No	299	60%	128	43%	57%	107	36%	48%	84%
Not sure	57	11%	31	54%	64%	23	40%	50%	77%

Characteristic/barrier	Starts	% of starts	Job start	% with JS – of all starters	% with JS – of starters 6 months+ ago	EOs	% with EO – of all starters	% with EO – of starters 6 months+ ago	Conversion of JS to EO – of JS 3 months+ ago
On a scale of 1-6 how confident are you with using a computer?									
1	514	3%	203	39%	47%	147	29%	34%	73%
2	840	6%	334	40%	48%	267	32%	41%	82%
3	1,832	12%	842	46%	56%	651	36%	45%	77%
4	3,184	21%	1,623	51%	61%	1,263	40%	49%	79%
5	3,805	26%	2,037	54%	65%	1,600	42%	53%	81%
6	4,681	32%	2,781	59%	67%	2,293	49%	57%	83%
Do you have a GCSE pass or equivalent in English or Maths?									
Yes - in both English & Maths	9,072	61%	5,117	56%	65%	4,152	46%	55%	82%
Yes - English only	627	4%	317	51%	60%	254	41%	49%	81%
Yes - Maths only	330	2%	198	60%	68%	159	48%	60%	84%
Don't know	1,121	8%	527	47%	56%	401	36%	45%	78%
No	3,706	25%	1,661	45%	55%	1,255	34%	43%	76%
What is your highest qualification?									
Degree or higher	2,571	17%	1,564	61%	70%	1,271	49%	59%	82%
A levels / NVQ Level 3 (or equivalent)	3,812	26%	2,143	56%	65%	1,747	46%	55%	83%
5 or more GCSEs at grades A*-C (or equivalent)	2,614	18%	1,460	56%	64%	1,180	45%	54%	82%

Characteristic/barrier	Starts	% of starts	Job start	% with JS – of all starters	% with JS – of starters 6 months+ ago	EOs	% with EO – of all starters	% with EO – of starters 6 months+ ago	Conversion of JS to EO – of JS 3 months+ ago
under 5 GCSEs at grade A*-C (or equivalent)	2,688	18%	1,264	47%	57%	995	37%	46%	80%
Below GCSE level	1,285	9%	587	46%	53%	456	35%	43%	77%
No qualifications	1,320	9%	552	42%	52%	382	29%	38%	72%
Don't know	566	4%	250	44%	54%	190	34%	43%	77%
Do you have a full driving licence that is valid in the UK?									
Yes - no penalty points	5,762	39%	3,178	55%	64%	2,449	43%	51%	78%
Yes – with penalty points	435	3%	248	57%	66%	174	40%	47%	69%
No	8,659	58%	4,394	51%	61%	3,598	42%	51%	83%
Do you have a car that you are currently able to use to get to and from work?									
Yes	4,049	27%	2,355	58%	67%	1,790	44%	53%	77%
No	2,026	14%	1,007	50%	59%	787	39%	48%	80%
Maybe	122	1%	64	52%	64%	46	38%	49%	73%
N/A	8,659	58%	4,394	51%	61%	3,598	42%	51%	83%
On a scale of 1-6 to what degree do you think your skills level is making is harder for you to secure work?									
1	276	2%	103	37%	44%	76	28%	33%	73%
2	754	5%	307	41%	51%	247	33%	43%	83%

Characteristic/barrier	Starts	% of starts	Job start	% with JS – of all starters	% with JS – of starters 6 months+ ago	EOs	% with EO – of all starters	% with EO – of starters 6 months+ ago	Conversion of JS to EO – of JS 3 months+ ago
3	2,525	17%	1,168	46%	55%	931	37%	46%	80%
4	3,873	26%	2,049	53%	63%	1,607	41%	52%	79%
5	3,859	26%	2,111	55%	65%	1,686	44%	54%	81%
6	3,569	24%	2,082	58%	66%	1,674	47%	55%	82%
Served in armed forces?									
Yes	75	1%	47	63%	71%	32	43%	50%	69%
No	14,782	99%	7,773	53%	62%	6,189	42%	51%	81%
On a scale of 1-6 how confident are you that you would be successful in a job if you took one today?									
1	119	1%	35	29%	34%	31	26%	30%	85%
2	342	2%	108	32%	41%	92	27%	35%	88%
3	1,561	11%	643	41%	51%	508	33%	43%	79%
4	3,141	21%	1,524	49%	58%	1,200	38%	48%	80%
5	4,786	32%	2,614	55%	65%	2,078	43%	53%	80%
6	4,907	33%	2,896	59%	67%	2,312	47%	55%	81%
On a scale of 1-6 how do you feel about your current level of job searching skills?									
1	290	2%	92	32%	41%	69	24%	30%	70%
2	819	6%	321	39%	50%	253	31%	41%	79%
3	2,236	15%	1,041	47%	56%	823	37%	46%	79%

Characteristic/barrier	Starts	% of starts	Job start	% with JS – of all starters	% with JS – of starters 6 months+ ago	EOs	% with EO – of all starters	% with EO – of starters 6 months+ ago	Conversion of JS to EO – of JS 3 months+ ago
4	3,879	26%	2,020	52%	62%	1,581	41%	51%	80%
5	4,128	28%	2,270	55%	65%	1,811	44%	54%	81%
6	3,504	24%	2,076	59%	66%	1,684	48%	56%	83%
On a scale of 1-6 to what degree do you think your wellbeing is making it harder to secure work?									
1	242	2%	101	42%	51%	86	36%	44%	85%
2	560	4%	207	37%	45%	168	30%	38%	83%
3	1,717	12%	805	47%	55%	649	38%	47%	82%
4	2,817	19%	1,431	51%	61%	1,109	39%	49%	79%
5	3,949	27%	2,040	52%	63%	1,628	41%	52%	80%
6	5,571	38%	3,236	58%	66%	2,581	46%	55%	81%

Source:

Elemental analysis

Table A-7: Elemental referrals by reason for WHP and JETS, and proportion of clients referred

Referral reason	Referrals		% of referrals		Clients		% of clients (WHP: for those starting since Jan-20)	
	WHP	JETS	WHP	JETS	WHP	JETS	WHP	JETS
Skills - Training/Courses	865	935	30%	43%	600	754	6%	5%
CV, Job Application and Interview Preparation	544	152	19%	7%	420	80	5%	1%
Employability & Preparation for Work	461	283	16%	13%	356	220	4%	1%
Skills - IT	210	197	7%	9%	144	164	1%	1%
Bereavement	140	-	5%	-	103	-	1%	-
Exploring Job Goals / Skills Set and Career Planning	137	268	5%	12%	99	219	1%	1%
Finance, Benefits and Debt Advice	110	20	4%	0%	73	16	1%	0%
Skills - Functional Skills	103	92	4%	4%	60	69	1%	0%
Self Employment	60	69	2%	3%	59	64	0%	0%
No corresponding Jan entry	59	-	2%	-	50	-	0%	-
Mental Health	43	20	1%	1%	28	5	0%	0%
Skills - ESOL	25	80	1%	4%	18	68	0%	0%
Physical Health	14	1	0%	0%	14	1	0%	0%
Socialisation & Support Network	14	14	0%	1%	13	7	0%	0%
Personal Development	14	8	0%	0%	12	6	0%	0%
Addiction Support	11	-	0%	-	8	-	0%	-
Caring/Childcare Support	8	12	0%	1%	8	15	0%	0%
In Work Support	8	7	0%	0%	7	3	0%	0%
Other	8	1	0%	0%	6	1	0%	0%
Housing Support	7	5	0%	0%	6	4	0%	0%
Low self-esteem/confidence	6	12	0%	1%	5	2	0%	0%
Volunteering and Work Experience	6	2	0%	0%	5	1	0%	0%
Travel Support	5	-	0%	-	5	-	0%	-
Motivation for Learning	5	-	0%	-	3	-	0%	-

Referral reason	Referrals		% of referrals		Clients		% of clients (WHP: for those starting since Jan-20)	
	WHP	JETS	WHP	JETS	WHP	JETS	WHP	JETS
Smoking Cessation	1	-	0%	-	1	-	0%	-
Ex-Offender Support	1	16	0%	1%	1	8	0%	0%
Total	2,883	2,194	-	-	1,884	1,470	6%	9%

Source: SQW analysis of GM WHP and JETS monitoring data

Annex B: Acronyms glossary

Table B-1: List of acronyms

Acronym	Meaning
ASC / ASCs	Adult Skills Coordination
EAM	Employment Account Manager
EC / ECs	Employment Coaches
EE	Early Entrant client type
EO	Earnings Outcome
EP	Earnings Present
EST	Employer Services Team
DNS	'Did not start' referrals
H&D	Health and Disability client type
HEO	Higher Earnings Outcome
IC / ICs	Integration Coordinator
JETS	Working Well: Work and Health Programme - Job Entry Targeted Support
JCP	Jobcentre Plus
KW / KWs	Key Worker
LTU	Long-Term Unemployed client type
RT	Response Team
WC / WCs	Work Coach
WHP	Working Well: Work and Health Programme
WWE	Working Well: Expansion
WWP	Working Well: Pilot

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