

**WORKING  
WELL**

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**GMCA** GREATER  
MANCHESTER  
COMBINED  
AUTHORITY



# WORKING WELL

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Quarterly Brochure

June 2018

# Working Well Background

Working Well began in March 2014. It started as an exploratory Pilot programme which provided support to **5,000 Employment and Support Allowance benefit claimants** who had completed the Work Programme but not found work. The aim of the Pilot was to improve the work readiness of the whole client base, and achieve job start outcomes for 20%, with 75% of those starting work sustaining employment for at least 1 year.

At the heart of the Working Well Pilot programmes is the notion of providing **intensive, personalised** support, **fully integrated** into Greater Manchester's public services. There are various key elements to this:

- the programme was designed around the principles of intensive and holistic support from a 'key worker' who draws on, sequence and integrate other public service interventions to support people to address presenting issues that hold them back from starting work
- local authority based 'local leads', Integration Boards, and Local Delivery Meetings ensure buy-in from, accountability to, and responsibility for local authorities in the delivery, with a key role in enabling effective integration



*Debbie Daniels a successful former Working Well client (centre). Janine Ryan, her former keyworker (right) and her employer (left).*

In April 2016 the Pilot programme grew, expanding its offer support to a **further 20,000 people** across a more varied client group. The Expansion extended the Working Well offer to Employment Support Allowance clients, but also for claimants of Job Seekers Allowance, Income Support and, more recently, Universal Credit.

The 2014 Devolution Agreement gave Greater Manchester the responsibility to co-design (with the Department for Work and Pensions) and commission a devolved equivalent to the new national Work and Health programme. Greater Manchester's **Working Well: Work and Health Programme** started in early 2018 and will run until 2024, supporting around **23,000 people**.

Working Well has adopted a **whole population approach to Health, Skills and Employment**. It is committed to continued development of support packages that target GM's challenges in ageing populations, disability unemployment, those at risk of or have already fallen out of employment due to poor health.

# Working Well: What You Need to know

- Overall, **17,100** long term unemployed GM residents have attached to Working Well (pilot and expansion)
- Working Well (WW) has achieved **2,971 job starts (end of April 2018)**. This is 370 job outcomes ahead of target of (2016).
- The **target is to achieve 3229 jobs by November 2019**, yet it is anticipated that this will be achieved by mid-July/August 2018.
- **Mental and physical health are the most prevalent severe barriers** to work amongst the cohort. However, general confidence and self-esteem, and lack of work experience are very common severe barriers.
- A majority of clients have experienced an improvement in the most common barriers to work, where they identified these as severe on attachment.
- There isn't a direct comparator between the Work Programme and Working Well as the programme has been designed to support those people who had been through and exhausted all nationally available provision, including Work Programme, without achieving a job outcome; but for many people **Working Well appears to be 3 times more effective than the national offer.**<sup>1</sup>

<sup>1</sup> The national Work Programme achieved 6% Job outcomes for ESA ex-incapacity benefit claimants on the programme between 2011 to 2017

Working Well Job Outcomes



# Key Learning Points

## TALKING Therapies

Clients are supported through a wide range of internal and external support for their mental and physical health needs, particularly from the Talking Therapies Service (A bespoke Working Well commissioned mental health service) for mental health which has supported over 1,400 clients. A lower proportion of clients with severe health issues got into work compared to those without

Clients aged over 50 are more likely to have been unemployed for a longer period of time and to have severe physical health issues. The programme has supported this group to a greater extent, with a larger proportion of the cohort receiving employment, health and skills and qualifications support compared to those aged under 50. There has been 645 job starts for clients aged over 50.



There is a high prevalence of clients with no or low qualifications on the programme. The programme helps by referring clients to predominantly basic skills and vocational-related accredited training, which is delivered both internally and externally, including through Skills for Employment. Clients without qualifications are far less likely to have started a job than those that have, but still, Working Well has supported 549 clients without qualifications have started a job to date.

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## News: The Working Well Early Help offer

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The GMCA and the GM Health and Social Care Partnership are working together to commission the GM Working Well: Early Help programme.

This programme will aim to establish an effective early intervention package available for GM residents in work with health conditions or disability who are at risk of falling out of work, or are newly unemployed due to health issues to disability, in order to enable a more rapid and sustainable return to the labour market.

The project has been co-designed, in partnership with all ten Localities. The programme will support up to 14,000 individuals between 2019 and 2022. The primary focus will be to support people employed by small and medium sized enterprises. Referrals will be sourced through GPs, employers and self referral. Jobcentre Plus will also be a sign posting partner for those who are newly unemployed.

The procurement process began in May 2018 and is expected to conclude in autumn 2018.

**WORKING  
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EARLY HELP

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## News: Working Well Employers Summit

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On the 5<sup>th</sup> June the Working Well Employers Summit was held at the Etihad Stadium. Joined by 268 attendees, including 178 different employers, the audience was introduced to speakers Andy Burnham (Mayor of GM), Theresa Grant (Trafford Council), Neil Robinson (Manchester Airport Group) and amongst others, Jocelyne Underwood (Laing O'Rourke).

The day addressed the benefits of social value within business and encouraged employers to engage with the Working Well Programme by offering work experience and entry level jobs. Such value was demonstrated by ex-clients; Debbie and Parma (*see case study*) as advocates of the Working Well Programme and real life examples of Working Well in action.

*The videos used to support the event can be found here:*

<https://www.youtube.com/watch?v=4PC2qbZHq9M&list=PLBVRO0hVC70v1uoSEqraCjukX5jXqwVtl&index=4>

# Shine a Light: The Work and Health Programme

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Greater Manchester launched its **Working Well (Work and Health Programme)** in January 2018. The programme aims to support the long term unemployed and disabled people into sustainable employment across the city-region.

First announced as part of the 2014 Devolution agreement, GM successfully negotiated for the opportunity to co-design, procure and deliver a localised version of the new Work and Health Programme. As a result the £52million programme will support nearly **23,000 individuals** across Greater Manchester between 2018 and 2024.

**InWorkGM** deliver the Programme across Greater Manchester; an alliance partnership between Ingeus and The Growth Company, and also including specialist health, wellbeing and disability support organisations Pathways CIC and Pluss.

The programme offers over 200 different health interventions through a keyworker based delivery model.

The programme brings together expertise and local knowledge to include integrated health, skills and employment support, and offers all participants individually tailored and personalised support from their own dedicated key worker to support them on their journey back to work.

**Integration with local services** is at the heart of the Working Well (Work and Health Programme). An Integration Coordinator in each of the ten boroughs across the region works closely with Local Authority leads and key partners to understand the needs of participants, and maintain and create new partnerships with local providers or specialist organisations to ensure the right support is available at the right time.



The programme is now in its fourth month in Greater Manchester and starts on the programme are advancing as projected and we expect to see the first employment outcomes as participants progress through the programme over the coming months.

# Working Well: Case Study – Mental Health

Parma, a former GP, was supported by Working Well after a painful family bereavement led to a severe breakdown, unemployment and a period of homelessness.

He was suffering with anxiety, depression and low self-esteem and believed there was no one who could help him – the Working Well programme turned his life around.



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

Throughout the recruitment process, Parma's Key Worker provided intensive support to help him develop the resilience he needed to handle setbacks and maintain focus. Parma's first step into employment was a volunteer placement as a receptionist, and was instrumental in helping him grow in confidence and employability.

Thanks to the ongoing support he received, Parma was able to complete a Level 1 qualification in Business Administration and his volunteer placement with The Growth Company was so successful that he's now been employed as a part-time Project Co-ordinator with the team. Parma is a prime example of how the Working Well programme can get the most vulnerable people back into employment.

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

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

## Key Contacts:

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