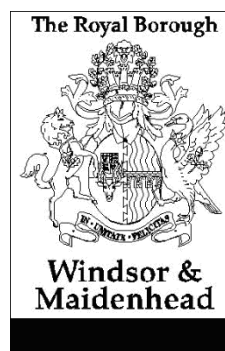


Report for: INFORMATION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	<b>Ways into Work Social Enterprise – Annual Review 2015-2016</b>
<b>Responsible Officer(s)</b>	Alison Alexander. Managing Director/Strategic Director Adults, Children and Health
<b>Contact officer, job title and phone number</b>	Hilary Hall, Head of Commissioning, Adults, Children and Health, 01628 683893
<b>Member reporting</b>	Cllr Coppinger, Lead Member for Adult Services, Health and Sustainability
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	31 March 2016
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	ALL

### REPORT SUMMARY

1. In March 2015, Ways into Work, the Royal Borough's award winning employment and training service supporting people with learning disabilities, became an independent social enterprise with the ambition of expanding its operation for the benefit of Royal Borough residents.
2. The report confirms that one year after the spin out, the service has exceeded its contractual obligations, assisting an additional 12 people with a learning disability into employment and maintaining a further 126 people in employment. The growth of Ways into Work has secured a financial benefit of £40K of cost avoidance for the Royal Borough.
3. The report sets out the targets for the service for 2016-2017 financial year and identifies lessons learnt from the process of spinning out the service.

### If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Increased capacity to support more Royal Borough residents with specific needs to obtain and sustain employment.	March 2017

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

i. Notes the progress of Ways into Work in delivering employment outcomes for people with learning disabilities.

ii. Agrees that the Royal Borough continues to actively support the work of Ways into Work in its role as a local employer.

## 2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 In September 2014, Cabinet agreed that the Ways into Work supported employment service could spin out as a social enterprise in order to have greater freedoms and flexibilities to expand the service, by accessing additional funding streams.

2.2 A five-year contract was agreed with the Ways into Work Social Enterprise with a number of targets. All the targets for the first year have been exceeded, see table 1.

**Table 1: Ways into Work targets and achievements**

Target / Output	Baseline (2014/2015)	Year 1 Target (2015/2016)	Achievements
a) Expand the number of employers providing employment	50 employers	Two additional employers – 0-1 additional per quarter.  52 cumulative	Numbers of new employers supported: 1. Brunel University 2. Royal Holloway University 3. CE Lewis Butchers 4. Wycombe Abbey 5. Softcat 6. Speedboard 7. LVS school Ascot  <b>57 cumulative</b>
b) Support increased number of RBWM residents		Seven additional (one-two per quarter)	13 achieved by December 2015
c) i. New funding / markets assessed. Securing additional contracts to provide a sustainable and resilient service. ii. New income generated		One new funder cumulative  £50k	Two confirmed new funders: • West Berkshire Council • Berkshire College of Agriculture(BCA)  £148,508
d) Demonstrate Adult Social Care (ASC) cost avoided based on the		£4k avoided	£40k

Target / Output	Baseline (2014/2015)	Year 1 Target (2015/2016)	Achievements
amount of day services or 121 support that people would require if they were not in employment calculated by the social care team on an individual basis. (Details in Appendix 2)			
e) Number of people supported into paid employment per year (Reporting and data captured should support the Local Authorities statutory reporting of ASCOF measures 1E & 1F).	People with a Learning Disability: 69  People with Autistic Spectrum Condition: 20  People with a Physical Disability: 9  People with a Sensory Impairment: 6  People with HIV: 6  <b>Total: 110</b>	Five additional (one-two per quarter)  Cumulative Total: 115	83 people supported into employment, compared to a Learning disability cohort of 334 = 24.8% compared to last year which was people compared to 327.  <b>Total 126</b>
f) Percentage of people who have retained employment (post 20 weeks) *excluding death.	75% of all new jobs	75% of all new jobs	100%
g) Number of people in retained employment now not requiring support or significant reduction of 10 hours less ongoing support	10	12 (three per quarter)	11 to December 2015

2.2 The individual outcomes for residents delivered by the service are detailed in Appendix 1. A video explaining the Ways into Work service is available at <http://waysintowork.com/case-studies/manor-green/>

- 2.3 The contract value was £216k per year for five years from 1 March 2015, totalling £1,081,756 across the contract period. It was anticipated that this would provide savings over the five years of the contract of £18.5k. In addition, it was anticipated that there would be cost avoidance benefits based on expensive day services not being required because people with a learning disability would be in employment. The savings are on track for delivery and the cost avoidance has been delivered, see Appendix 2 for details.
- 2.4 Ways into Work has, as promised, won new contracts:
- Further two years with Manor Green School = £36,000 per annum.
  - One year contract Berkshire College of Agriculture = £23,580 per annum rising to £32,500.
  - Two year contract RBWM Mental Health = £25,265.
  - One year contract with West Berkshire Council = £42,000 per annum to deliver support for their transition teams working with 16-25 year olds with a disability, work with their schools and colleges to improve employment outcomes and providing employment coaches.
  - Project Search partner = £25,000 per annum.
- 2.5 The priority for the first year has been to ensure that Ways into Work provides a good quality service for the direct benefit of Royal Borough residents in the medium term. Accordingly, profits have been used to:
- Ensure there is an operating reserve.
  - Increase the support available to staff working with residents.
  - Employ a young resident with a disability as an apprentice.
- 2.6 This has benefitted the Royal Borough through the increase in the number of people supported. The value of this benefit has been calculated as 2.5% of the contract value, approximately £5K.
- 2.7 In addition, Ways into Work won Team of the Year through the British Association of Supported Employment. It was also cited as a model of best practice in the Department for Education Preparing for Adulthood newsletter <http://us9.campaign-archive2.com/?u=93ca41ab24380caf57761bd37&id=de795f7aee&e=df86e8276b>
- 2.8 Targets for the remaining years of the contract have been set, see table 2.

**Table 2: Targets for the remaining years of the contract**

Target / Output	Year 2 (2016/17)	Year 3 (2017/18)	Year 4 (2018/19)	Year 5 (2019/20)
a) Expanding the numbers of employers providing employment	Two additional (0-1 additional per quarter)  54 cumulative	Two additional (0-1 additional per quarter)  56 cumulative	Two additional (0-1 additional per quarter)  58 cumulative	Three additional (0-1 additional per quarter)  61 cumulative
b) Support increased number of RBWM	Seven additional (1-2 per quarter)	Seven additional (1-2 per quarter)	Seven additional (1-2 per quarter)	Seven additional (1-2 per quarter)

Target / Output	Year 2 (2016/17)	Year 3 (2017/18)	Year 4 (2018/19)	Year 5 (2019/20)
residents	14 cumulative	21 cumulative	28 cumulative	35 cumulative
c) i. New funding / markets assessed.  ii. New income generated	One new funder cumulative  <i>*Future targets past March 2016 will be agreed with the Purchaser within three months of this date.</i>	Two new funders cumulative  *	Three new funders cumulative  *	Five new funders cumulative  *
d) Adult Social Care (ASC) cost avoided	£4k avoided £8k cumulative	£4k avoided £12k cumulative	£4k avoided £16k cumulative	£4k avoided £20k cumulative
e) Number of people supported into paid employment per year.	Five additional (one-two per quarter) 120 cumulative	Five additional (one-two per quarter) 125 cumulative	Five additional (one-two per quarter) 130 cumulative	Five additional (one-two per quarter) 135 cumulative
f) Number of people who have retained (post 20 weeks) employment *excluding death	75% of all new jobs	75% of all new jobs	75% of all new jobs	75% of all new jobs
g) Number of people in retained employment now not requiring support / significant reduction of 10 hours less ongoing support	12 (three per quarter)	12 (three per quarter)	12 (three per quarter)	12 (three per quarter)

## 2.9 Lessons learnt from the spin out have been:

- Leadership of the new company and staff motivation are key to a successful spin out.
- Tight project management of the transfer is crucial.
- Ensuring that all costs are anticipated in advance is crucial otherwise there is duplication and loss of efficiencies.
- In house efficiencies need to be delivered in support services, such as HR and IT; otherwise, additional costs are incurred by the Royal Borough and the new company.
- Ensuring that data can be extracted from the Royal Borough's IT systems and transferred to the new entity is critical.

## 2.10 Any new entity will face challenges and as part of the annual review, Ways into Work identified some ways in which the Royal Borough could support it without additional financial investment, in its role as a local employer:

- In order to secure commercial growth, Ways into Work will need to invest in additional management and support services, including human resources. Officers will consider how to provide advice to enable Ways into Work to secure future investment.
- The Royal Borough can use the Social Value Act to ensure that any procurement of services includes an explicit expectation on companies and their supply chain to work with Ways into Work as part of their contract.
- Explore how the Royal Borough can support the local third sector to capacity build by "sponsoring" a disadvantaged apprentice in the community.
- Explore how people with a learning disability can be enabled to have equality of opportunity in employment with the Royal Borough, following the 2010 initiative around 'Leading by Example'.

**Table 3: Options**

<b>Option</b>	<b>Comments</b>
To note the annual review of Ways into Work performance for 2015-16 and the council's role as a local employer in supporting Ways into Work to benefit residents in the Royal Borough.  <b>Recommended</b>	Ways into Work has exceeded its targets in its first year of operation. However, to continue to grow as a company, it will continue to require the Royal Borough's support, as a local employer.

## 3 KEY IMPLICATIONS

### 3.1

<b>Defined Outcomes</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date they should be delivered by</b>
Percentage of performance targets for	Below 100%	100%	N/A	N/A	31 March 2017

<b>Defined Outcomes</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date they should be delivered by</b>
2016-17 met					
Number of performance targets for 2016-17 exceeded	0	1-2	3-4	5 or above	31 March 2017

#### **4. FINANCIAL DETAILS**

- 4.1 No additions or reductions to the budget for this contract are required. However, £15k of the yearly contract value will be withheld in years three, four and five, and will be linked to the performance measures outlined in the service specification.

##### **Financial impact on the budget**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

#### **5. LEGAL IMPLICATIONS**

- 5.1 The Ways into Work contract was signed off by Legal Services.

#### **6. VALUE FOR MONEY**

- 6.1 The arrangement has provided value for money through meeting contractual targets.

#### **7. SUSTAINABILITY IMPACT APPRAISAL**

- 7.1 None.

## 8. RISK MANAGEMENT

### 8.1

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Ongoing viability of the company	Low	Ongoing support for Ways into Work from commissioners	Low
Employment opportunities to meet service user demand	Medium	Ongoing work with employers to secure sufficient work placements	Low

## 9. LINKS TO STRATEGIC OBJECTIVES

9.1 This initiative supports the Council's strategic objectives – Residents First, Value for Money, Delivering Together and Equipping for the Future.

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 An Equalities Impact Assessment was completed as part of the original decision to spin out the Ways into Work service.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None

## 12. PROPERTY AND ASSETS

12.1 None.

## 13. ANY OTHER IMPLICATIONS

13.1 None.

## 14. CONSULTATION

14.1 The report will be considered by Adult Services and Health Overview and Scrutiny Panel on 24 March 2016'.

## 15. TIMETABLE FOR IMPLEMENTATION

<b>Date</b>	<b>Details</b>
By 30 June 2016	Agree income generation targets with Ways into Work.
June, September, December 2016	Carry out quarterly contract monitoring meetings to assess performance against targets in the contract.



and March 2017	
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## 16. APPENDICES

- Appendix 1: Case Studies
- Appendix 2: Cost avoidance details

## 17. BACKGROUND INFORMATION

- March 2015 Cabinet Report

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council	02/03/16	03/03/16	Amendments to table 1, items c and d
Cllr David Coppinger	Lead Member – Adult Services, Health and Sustainability	27/02/16	28/02/16	No comments
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	27/02/16	28/02/16	No comments
Simon Fletcher	Strategic Director Operations and Customer Services	27/02/16		
Russell O’Keefe	Strategic Director Corporate and Community Services	27/02/16		
Alan Abrahamson	Finance Partner	27/02/16		
Terry Baldwin	Head of HR	27/02/16	29/02/16	No comments
Michael Llewellyn	Cabinet Policy Officer	27/02/16	29/02/16	Additional information in points 2.4 and 31.

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>
For information	No

Full name of report author	Job title	Full contact no:
Nick Davies	Service Leader – Commissioning	01628 683614

## **Appendix 1 - Case Studies**

### **Miss G**

Miss G aged 18 from Maidenhead who attended Manor Green School. Academically, she had achieved the highest level she was able to and therefore school was no longer providing the opportunity for further learning.

Miss G had undertaken some work experience in a café and Ways into Work worked hard to layer up her skills and get her to a point where she was working to industry standard. An opportunity became available for a full time job in a school kitchen which was based close to the young person's shared lives placement. Ways into Work supported her to undertake a work trial and she was offered the job. Miss G left school, has come off her benefits and is working 40 hours a week in a role that the employer had struggled to recruit to.

Miss G had been assessed as eligible for four days a week day service provision; however, because she is working, this is not a service that she has required. Ways into Work is currently providing intensive job coaching support to ensure this placement is sustainable.

### **Mr P**

Mr P lives in Maidenhead and has been unemployed for over two years. During this time, he had lost his confidence and felt that no one would ever offer him the opportunity to work, despite him desperately wanting to work.

Ways into Work vocational established that he wanted to be a butcher, so local butchers were canvassed. During this process, it was established that there is a shortage of young people going into the industry and a butchers in Ascot were happy to give someone a trial.

Mr P undertook a three- week trial and on 5 February 2016, he was offered a 25 hour per week paid job. Mr P was delighted to phone the Department of Work and Pensions and inform them that he would be signing off and is now planning how he can treat his mum with his first wage packet.

### **Miss K**

Miss K attended an out of county residential college and returned to Windsor in July 2015. She was referred to Ways into Work who secured her a work experience placement which enabled them to establish her skill set and complete a skills analysis. The support agency working with her at home put in a request for additional hours to assist during the day. However, these were not needed as Ways into Work supported her to gain a paid job which starts in March 2016 as an Art Assistant. Miss K is working towards travelling independently.

### **Mr R**

Mr R from Maidenhead had been out of work since he was 18 – he is now 24. He wanted to work but was unable to get past the interview stage. Ways into Work engaged with a small electronic company based in Windsor who was looking to recruit. Mr R undertook a three -week work trial and was able to demonstrate his many talents and skills. He was offered a full time role and Ways into Work continue to offer support to him and his employer.

### **Mr J**

Mr J has ASC and learning difficulties and attended Manor Green School. He was hard to engage and quite frequently did not attend school. His family were also hard to engage at times and felt very anxious about engaging with social care. Ways into Work started engaging with J and employment quickly became a motivator and his attendance improved. J was supported to access good quality work experience, a paid job at the weekends and his confidence grew massively. The Ways into Work team at Manor Green School continued to support J after he left and went to college and supported him to apply for a role with the Homebase Garden Academy based in Maidenhead. J had to go through a full assessment process and an interview and with the dedication of the Homebase team and support from Ways into Work, he was able to demonstrate his full abilities. J was informed on 26 February 2016 that he was successful and is starting a 30 hours a week job, gaining horticultural qualifications and working alongside an award winning horticulturalist.

## Appendix 2 –Cost avoidance savings

Service user	Activity	Saving
CJ	Ways into Work has supported her to access 40 hours paid work. If she was not doing this she would have been eligible for day services	Total saving £300 a week
EK	Ways into Work has supported her to access paid work. Provider had requested additional support hours which are no longer needed as she will be working	Total saving £188 a week
KS	Ways into Work has supported her to access paid work. Provider had requested additional support hours which are no longer needed as she is working	Total saving £120 a week
KF	Assessment of need undertaken allocated a budget of £9k. None of these have been required as Ways into Work found him a paid job	Total saving £9k a year
CD	Ways into Work has supported him to access 20 hours paid work. If he was not doing this he would have needed support hours	Total saving £180 per week
TD	Ways into Work has supported her to gain 30 hours paid work, assessed as eligible for day services	Total saving £200 a week
		Total cost avoidance : <b>£40,777</b>