



West Midlands
Combined Authority

Benefit Realisation & Outcome Framework for WMCA Employment, Skills, Health & Communities Programmes

January 2024

Background:

Following negotiations on the Deeper Devolution Deal and Single Pot Funding, the ESHC Directorate is progressing to activity to improve how we present and indeed strengthen our case to evidence the impact our programmes are having across the region at a fiscal, economic and social level.

To support this, we are implementing a Benefit Management/Realisation approach. Bringing together Single Pot Outcomes and Impacts, a new ESHC Outcomes Framework, a new ESHC Cost Benefit Analysis Tool (CBA) and our project and programme level performance monitoring into one single aligned framework.

The approach will enable the following 3 critical things:

1. Provide us with a Cost Benefit Analysis (CBA) tool to examine the costs and benefits of programmes.
2. Establish an agreed, consistent set of directorate wide outputs and outcomes that will ensure our delivery programmes are achieving the right results.
3. Provide us with overarching Benefits that can be measured to clearly articulate the impact our programmes are having on residents and the economy, including monetised savings and benefits.

Activity to date:

Initial activity has progressed to develop logic models for every ESHC programme in delivery or development.

Following a review of directorate wide logic models, 4 overarching themes have been established:

1. Provide a good basic education up to level 2 for those who need it.
2. Moving residents into good jobs.
3. Higher skills: Upskilling and reskilling to respond to the regional economy e.g. plan for growth, net zero
4. Support our communities to be stronger and benefit from inclusive growth

Table 1. sets out the approach we are putting in place to develop and implement the Benefits Realisation and Evaluation Framework. Noting we are currently engaging on the outcome framework and indicative benefit register (as set out in this document)

Table 2. on page 4 provides a high-level summary of how existing/emerging programmes support delivery of the 4 themes. It is worth noting that some funded activity support delivery of more than 1 theme.

Table 3. on page 5 provides a more detailed summary of the respective funding streams within the ESHC directorate, including timelines and amounts.

Pages 6 - 9 are the logic models for each of the 4 overarching themes, these include the anticipated outputs and outcomes we would be looking to achieve and the benefits we expect to delivery through the successful delivery of the programmes/activities set out.

Pages 10 – 11 summarizes the indicative benefits that will be achieved through delivery of ESHC programmes.



Next Steps

The logic models and benefit register will now be socialized across the directorate and with external partners for review and consideration.

A key aspect will be the measures associated with each benefit, it will be critical for us to ensure measure we use can be baselined and that we will be able to articulate and measure our benefits and impacts through monetary, economic and social measures. We will need to ensure that any national data measures that are used will continue to be available and have historic data to baseline against.

There may also be benefits which we are not yet able to measure but would like to do so in the future these will be captured on the register for future consideration.

Monetary values will be considered and developed, building on work already progressed via the [Greater Manchester Cost Benefit Analysis Model](#).

Following this review consideration will also be given to ranking/prioritization of benefits, whilst we recognise the benefits identified are critical to enable us to evidence impact, this exercise will provide us with an indicative ranking, this is helpful where programmes are delivering against several benefits so we can focus on the benefits yielding the largest impact across the region.

In parallel to ranking of benefits, activity will be progressed to begin to develop Benefit Registers. The benefit registers will set out the activities, programmes, timelines, risks and a more detailed breakdown of funding against each benefit. They will include a delivery updates section to enable us to monitor progress of delivery activity against the overall benefit, and an overarching RAG rating.

The benefit registers will be updated quarterly and presented to the ESHC Performance Panel.

Table 1. Summary of approach to implementation

How are we going to do this?

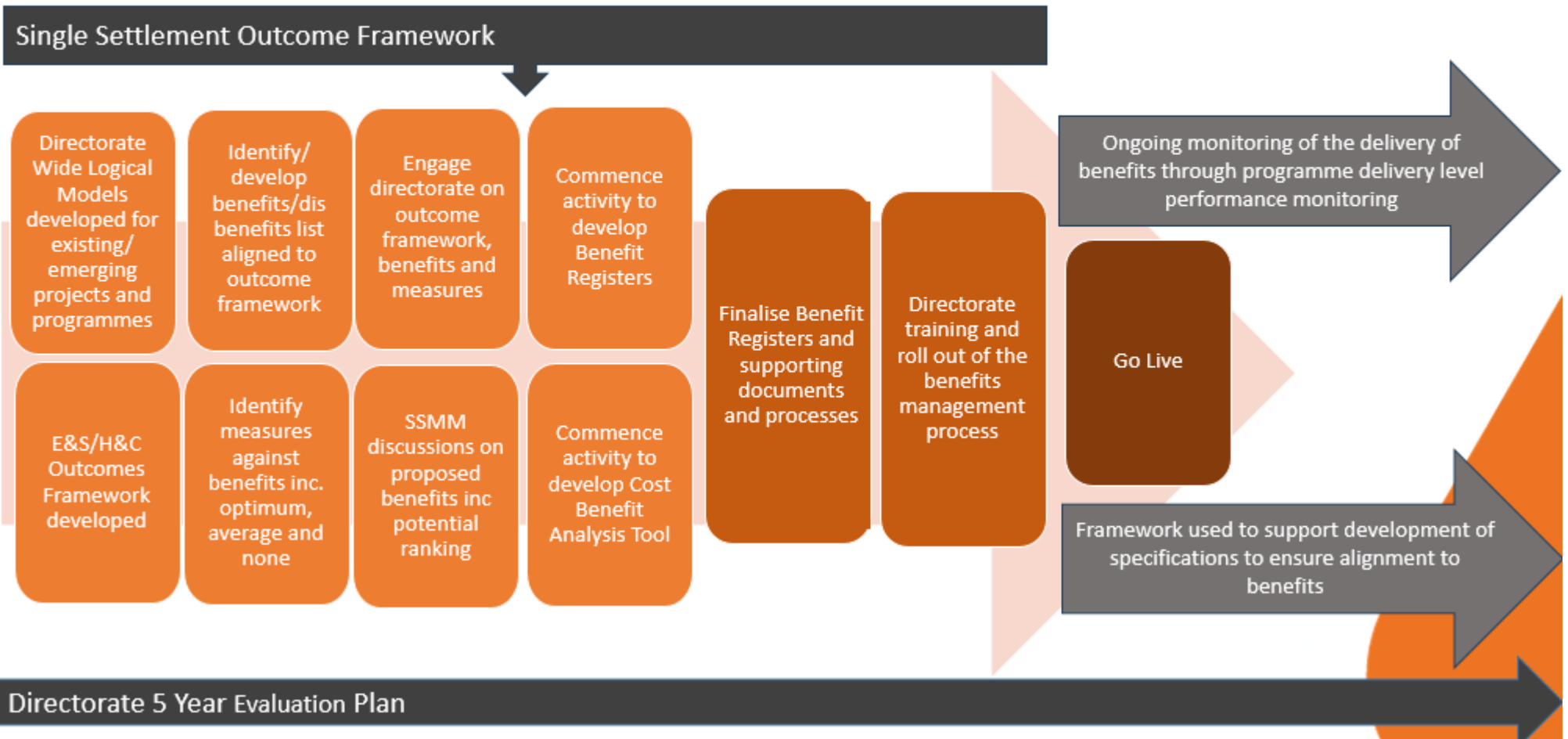


Table 2. High level summary of programme alignment to 4 themes

4 key areas of focus	WMCA areas of activity/programs/funding
<p>1. Provide a good basic education up to level 2 for those who need it.</p>	<ul style="list-style-type: none"> • AEB entry to level 2 programmes • Multiply • Community Learning • DWP Contracted Support Programmes • UKSPF (People and Skills strand)
<p>2. Moving residents into good jobs.</p>	<ul style="list-style-type: none"> • AEB Into-employment provision • AEB Pre-Apprenticeships / Traineeships • Thrive into Work • Careers Enterprise Council – CEC • CWG Legacy Enhancement Fund • UKSPF (People and Skills strand) • DWP Contracted Support Programmes
<p>3. Higher skills: Upskilling and reskilling to respond to the regional economy e.g. plan for growth, net zero</p>	<ul style="list-style-type: none"> • Free Courses for Jobs • Skills Bootcamps • Level 4+ provision (AEB flexibilities) • Business Support for SMEs (supported via UK SPF funding delivered through Economy Team)
<p>4. Support our communities to be stronger and benefit from inclusive growth</p>	<ul style="list-style-type: none"> • Community Learning • UKSPF (Communities and Place strand) • Thrive into Work • CWG legacy - Jobs, Skills, and Wellbeing • DWP Contracted Support Programmes

Table 3. Summary of ESHC Funding

WMCA Skills Programmes Summary - £295.5m

Grant: Multiply
£16.7m
(2022-25)
Funder: DfE
Level: Basic
Numeracy
Age: 19+

Grant: England
Construction
Opportunities
£0.352
(2022-25)
Funder: CITB
Level: employment
support -
construction focused
only
Age: 18+

Grant: National Skills
Fund 'Free Courses for
Jobs'
£10.9m
(2023-24)
Funder: DfE
Level: 3 qualification
Age: 19+

Devolved Adult
Education Budget
(AEB)
£131.8m
(2023-24)
Funder: DfE
Level: Basic
through to L5
Age: 16+

Grant: Technical
Skills Bootcamp
(2023-24)
£14.5mm
Funder: DfE
Level: 3/4
Technical
Age: 19+

Grant: Careers
£1.24m
(2023-25)
Funder: CEC
Level: School

Grant: Thrive into
Work
£7.9m
(2022-25)
Funder: DWP
Level: Into
employment
Age: 16+

Grant: UK Shared
Prosperity Fund £15.8
People & Skills
£24.6m Communities &
Place
(Total £88.4m inc.
business)
(2022 – 25)
Funder: DLHUC
Level: employment &
basic level skills upto L2
Age: 16+

Grant: CWG LEF –
Jobs, Skills &
Wellbeing
£5,750
(2023-25)
Funder: DCMS
Level: Employment
Support – inc.
Mental Health/
Wellbeing
Age: 14+

Grant: Technical
Skills Bootcamp
(2024-25)
£26m
Funder: DfE
Level: 3/4
Technical
Age: 19+

Grant: DWP
Contracted Support
£c40m
(2024-tbc)
Funder: DWP
Level: employment
Age: tbc

Key:

DfE: Dept. For Education
CITB: Construction Industry Training Board
HE: Higher Education
DCMS: Dept. Culture, Media & Sport
DLUHC: Dept. Levelling Up, Homes and Communities
DWP: Dept for Work and Pensions
CEC: Careers & Enterprise Council

1. Provide a good basic education up to Level 2, for those who need it.

Challenges:

- In the 7 Met area census data tells us that 184,000 (10.6%) working age (16-64) adults in employment have no qualifications.
- A total of 523,000 working age adults (16-64) has no qualifications in the 7 Met area.
- The proportion of the working age population with no qualifications is significantly higher in the WMCA area (10.6%) that the national average (6.7%).
- 6.4% of economically active 16–64-year-olds in the WMCA area (84,800) have no qualifications.

Aims & Objectives	Inputs (22-25)*	Activities	Outputs	Outcomes	Benefits/ Impacts	Target	Baseline Metric
<p>Establish progression pathways for residents with no basic qualifications and who are unemployed or under-employed to achieve employment or a better job.</p> <p>Support residents suffering multiple deprivation to improve their quality of life.</p>	<p>£70m AEB (23/24)</p> <p>£16.7m Multiply (22/25)</p> <p>£7.2m Community Learning (23/24)</p> <p>£ 15.8m UK SPF (24/25 Skills)</p> <p>£40m DWP contracted Support Programme (New 24/25)</p> <p>TOTAL: £122.6m</p> <p>Regional Colleges</p> <p>Adult Education / LA providers</p> <p>VCS providers</p>	<p>Procure, Commission and Deliver:</p> <ol style="list-style-type: none"> 1. English Functional Skills 2. Math Functional Skills 3. Digital Skills 4. Language Skills 5. Level 1 occupational specific skills 6. Level 2 occupational specific skills 7. Financial Literacy for UC claimants, people in low-paid work and low-skilled residents 	<p>Achieve:</p> <ol style="list-style-type: none"> 1. 80% English 2. 75% Math 3. 90% Digital 4. 90% Language 5. 90% Level 1 vocational 6. 85% Level 2 vocational 7. 90% Financial Literacy 	<ul style="list-style-type: none"> • 85% progress into further learning • 60% progress from functional skills onto a certificate or diploma in vocational areas • 45% progress onto an employment-related outcome • 30,000 residents receive a good L2 education. • 12,000 residents achieving FS in English & Math. • 8,000 residents move closer to employment/ further education through community learning interventions. 	<ol style="list-style-type: none"> a) Improved educational attainment amongst the working age population. b) Reduced regional digital exclusion. c) Improved financial literacy of adults including those in employment and claiming Universal Credit. d) Increased no. adults participating, acquiring & evidencing new skills through non qualification provision or towards a qual, inc. on-line learning. e) Reduced unemployment. 	<ol style="list-style-type: none"> a) 24,000 residents achieving a qualification up to L2, an increase of 50% on baseline. b) Increased provision of digital inclusion to benefit 7,500 residents. c) XX% increase in math enrollments at L1 & L2 d) XX% increase in economically active 16-64 with 36,000 unemployed residents enrolling on literacy, numeracy, digital, language & below L2 provision and, 15,900 SPF people & skills outcomes achieved. e) Add in target 	<ol style="list-style-type: none"> a) 47,400 / 2.7% 16-64 WMCA residents have a L1 qualification and 357,300 / 20.6 % L2 (APS, Dec 22) b) 6,400 previously supported. (22-23?) c) Add in % and date d) 84,600 / 6.6% economically active 16–64-year-olds with no qualifications (APS, Dec 22) e) Wider WM region unemployment 6.3% (2023)

* AEB & Community Learning funding from Sept 23 to Aug 24. SPF & Multiply funding April 22 to March 2025, New DWP contracted support to launch in 2024

2. Moving residents into good employment

Challenges:

- WMCA 6.3% unemployed, compared to 4.3% in the UK.
- Skills gaps in residents v employers' needs.

Aims & Objectives	Inputs 23-25*	Activities	Outputs	Outcomes	Benefits/ Impacts	Target	Baseline Metric
<p>Establish clear pathways for unemployed / underemployed adults, targeting sectors with growth and/or skills shortages.</p> <p>Improve SMEs engagement with into-employment provision and employment support programs.</p>	<p>£40m AEB (23/24)</p> <p>£ 7.9m Thrive into Work (23/25)</p> <p>£ 15.8m UK SPF (24/25 Skills)</p> <p>£5.75m CWGLEF (23/25)</p> <p>£1.24m CEC (23/24)</p> <p>£40m DWP Contracted Support Programme (New 24/25)</p> <p>TOTAL £110.69m</p> <p>Regional colleges delivering into employment.</p> <p>Adult Education/LAs.</p> <p>Independent Training Providers.</p>	<p>Procure, Commission and Deliver:</p> <ol style="list-style-type: none"> 1.Into-employment provision for unemployed, inactive and under-employed adults 2.English & Math GCSE/Functional Skills level 2 3.Pre-apprenticeships 4.Level 2 Diplomas & Certificates in line with sector plans 5.Foundation Skills Programs 6.Thrive into work 1:1 support based on IPS model 7.New DWP Contracted Support Programmes 	<p>Achieve:</p> <ol style="list-style-type: none"> 1.90% Into-employment programme 2.85% English & Math GCSE/ FS level 2 3.85% Pre-apprenticeships 4.85% Diploma / Certificate in line with sector plans 5.80% literacy & numeracy Level 2 + Level 1 sector plan 6.90% complete coaching/ employment support programmes 	<ul style="list-style-type: none"> • 65% progress into employment • 60% who achieved English & Math GCSE/ FS level 2 progress into employment. • 50% of those in zero hours, part-time and low paid contract progress to good jobs. • 40% of unemployed engaging in Thrive into Work achieve employment. • 40% of those in work & at risk of losing their jobs retain role, as a result of engaging in Thrive. • 3,500 residents receive 1:1 support through the Thrive extension. 	<ol style="list-style-type: none"> a) Increased enrollment of unemployed residents on employment support programmes. b) Reduced unemployment following support. c) Increased number of under-employed residents accessing better work/enrolled on into employment programmes. d) Reduced levels of deprivation by income & employment. e) Improved health & Wellbeing of residents. 	<ol style="list-style-type: none"> a) 11,000 enrollments b) 6,050 unemployed residents moving into employment. c) 1,500 of which 1,400 improve current employment. d) 85% of residents from Band 1, 2 or 3 of the IMD participating in into emp. programmes. e) 5,000 residents to receive Thrive into Work Support 	<ol style="list-style-type: none"> a) 9,000 (add date) b) 4,050 (add date) c) 1,000 of which 950 improved jobs. d) 80% (7,900) of residents from Band 1, 2 or 3 of IMD participating in into employment programmes. e) 4,600 residents received Thrive into Work support (22/23)

* AEB & CEC funding from Sept 23 to Aug 24. SPF funding April 24 to March 2025, Thrive and CWGLEF funding 2023 to March 2025, New DWP contracted support to launch in 2024

3. Higher Skills: Upskilling and reskilling to respond to the regional economy and net zero

Challenges:

- 46% of 19+ are qualified to Level 3 or above in WMCA, compared to 52% in England.
- Skills gaps in residents v employers' needs.

Aims & Objectives	Inputs 23-25*	Activities	Outputs	Outcomes	Benefits/ Impacts	Target	Baseline Metric
<p>To be the fastest growing region in the country, spread opportunity and jobs across the region.</p> <p>To deliver a better match between residents' skills and the needs of our businesses, to accelerate productivity and deliver economic growth.</p> <p>To provide the skills residents need to enter and progress in work or self-employment.</p>	<p>£6m Level 3 Free Courses for Jobs</p> <p>£12.6 m AEB Level 3+ provision</p> <p>£8m Skills Bootcamps 23-24</p> <p>£26m Skills Bootcamps 24-25</p> <p>Total: £52.6m</p> <p>Independent Training Providers</p> <p>Colleges delivering higher level skills</p> <p>Adult Education/LA providers</p> <p>Regional Universities</p>	<p>Procure, Commission and Deliver:</p> <ol style="list-style-type: none"> 1. L3 FCFJ in priority sectors set out in the Plan for Growth 2. L4+ Business Management, Accountancy and Finance 3. L3+ Advanced Digital Skills 4. L3+ Building and Construction 5. L3+ Environmental Conservation 6. L3+ Transport Operations and Maintenance 7. L3+ Manufacturing Technologies 8. L3 Health and 	<p>Achieve:</p> <ol style="list-style-type: none"> 1. 85% FCFJ 2. 85% L4+ Business Management, Accountancy and Finance 3. 85% L3+ Advanced Digital Skills 4. 85% L3+ Digital Skills 5. 85% L3+ Building and Construction 6. 85% L3+ Environment Conservation 7. 85% L3+ Transport Ops and Maintenance 8. 85% L3+ Health 	<ul style="list-style-type: none"> • 65% of unemployed residents taking part in AEB Level 3+ progress into employment • 60% of participants in Bootcamps programs achieving good employment • 60% of participants in FCFJ progress onto good jobs or progress in their job, obtaining increase in salary/ promotion/added responsibilities. • 1,600 residents develop advanced digital skills and achieve good 	<ol style="list-style-type: none"> a) Reduced number of vacancies for higher level skills jobs in key sectors set out in the Plan for Growth b) Increased number of residents with higher level skills (L3 & L4) c) Increased number of net zero and green skills programmes delivered across the region. d) Increased provision in sector specific regional programmes 	<ol style="list-style-type: none"> a) Targets to be set aligned to P4G b) % to be added for L3 % to be added for L4 c) XX number of net zero/green skills programmes to be delivered (23-25) d) XX total number of programmes to be delivered (23-25) 	<ol style="list-style-type: none"> a) To add in P4G data on vacancies from earliest date recorded. b) 46% at L3 and 38% at L4 (APS, Dec 22) c) XX number of programmes delivered in 2022 d) XX number of programmes delivered in 2022

4. Support our communities to be stronger and benefit from inclusive growth

Challenges:

* AEB & CEC funding from Sept 23 to Aug 24. SPF funding April 24 to March 2025, Thrive and CWGLEF funding 2023 to March 2025, New DWP contracted support to launch in 2024

• 444 of the 1,680 LSOA in the WMCA (26%) are in Band 1 of the IMD

Aims & Objectives	Inputs 23-25*	Activities	Outputs	Outcomes	Benefits/ Impacts	Target	Baseline Metric
<p>Develop stronger communities, with self-sufficient, connected, and pro-active citizens, leading to increased volunteering, civic engagement, and social integration; reduced costs on welfare, health, increased online and self-organised learning.</p> <p>To support communities through the cost-of-living crisis by engaging economically inactive residents, empowering communities and improving the places where people live and work.</p>	<ul style="list-style-type: none"> £16m Community Learning £7.9m Thrive Into Work £24.6m Communities and Place UK SPF (22-25) £40m DWP Contract Support Programmes (New 24/25) £5.75 CWGLEF (23/25) <p>Total: £48.5m</p> <p>Programmes will be delivered through a mix of VCS, LA's, Colleges and ITPs</p>	<p>Procure, Commission and Deliver:</p> <ol style="list-style-type: none"> Literacy, numeracy & language provision in the community Family Learning Digital Inclusion & essential digital skills Provision to support health and well-being, inc. social prescribing Provision to raise awareness of and engage the community Activity to empower communities, support the cost-of-living crisis & improve places where people live and work 	<p>Achieve:</p> <ol style="list-style-type: none"> 90% Into-employment program 85% English & Maths GCSE/ FS level 2 85% Pre-apprenticeships 85% Diploma / Certificate in line with sector plans 80% literacy & numeracy Level 2 + Level 1 sector plan 90% complete coaching/ employment support programmes. Delivery of UKSP Interventions and Outputs as per Investment Plan 	<ol style="list-style-type: none"> 65% progress into employment 60% who achieved English & Maths GCSE/ FS level 2 progress into employment 4. & 5. 50% of those in zero hours, part-time and low paid contract progress to good jobs XXXXX residents receive 1:1 coaching support and achieve sustained employment Delivery of UKSP Interventions and Outcomes as per Investment Plan 	<ol style="list-style-type: none"> Increased attainment at Key Stage 1&2. Increased self-confidence and communication skills in regional residents Reduced regional digital exclusion. Improved level of regional Health and Wellbeing Improved wellbeing for residents undertaking adult learning programmes 	<ol style="list-style-type: none"> 2,800 residents taking part in family learning courses 8,500 adults to be supported to improve self confidence and communication skills 7,000 residents taking digital skills funded courses via AEB 1,591 SPF Community and Place Outcomes achieved. 6,500 reporting health or wellbeing improvements (ONS 4 measures) 	<ol style="list-style-type: none"> 2,500 supported (date to be added) 7,000 supported (date to be added) 6,400 supported (date to be added) 0 baseline (new) 6,000 adults reporting health or wellbeing improvements (ONS 4 wellbeing measures)

Theme	Benefit Number	Benefit	Target	Baseline	Source of data	Published
1. Providing a good basic education up to level 2, for those who need it	1a	Improved educational attainment amongst the working age population.	24,000 residents achieving a qualification up to L2, an increase of XX% on baseline.	47,500 /2.7% 16-64 WMCA residents have a L1 qualification and XX /XX % L2	APS Dec 22	TBC
	1b	Reduced regional digital exclusion.	Increased provision of digital inclusion to benefit 7,500 residents.	6,400 previously supported. (22-23?)	Programme Delivery	Quarterly
	1c	Improved financial literacy of adults including those in employment and claiming Universal Credit.	XX% reduction in economically active 16-64 with 36,000 unemployed residents enrolling on literacy, numeracy, digital, language & below L2 provision).	Add in % and date	Programme Delivery	Quarterly
	1d	Increased number of adults participating, acquiring & evidencing new skills through non qualification provision or towards a qualification including on-line learning.	XX% increase in economically active 16-64 with 36,000 unemployed residents enrolling on literacy, numeracy, digital, language & below L2 provision. And, 15,900 SPF People & Skills outcomes achieved	84,800 / XX% economically active 16-64 yr olds with no qualifications. SPF 0 baseline	APS Dec 22 & Programme Delivery	Quarterly at programme level & xx APS
	1e	Reduced Unemployment	To be added	Wider WM region unemployment 6.3% (2023)	Tbc	tbc
2. Moving residents into good employment	2a	Increased enrollment of unemployed residents on employment support programmes.	11,000 enrollments	9,000 (add date)	Programme Delivery	Quarterly
	2b	Reduced unemployment following support.	6,050 unemployed residents moving into employment.	4,050 (add date)	Programme Delivery	Quarterly
	2c	Increased number of under-employed residents accessing better work/enrolled on into employment programmes.	1,500 of which 1,400 improve current employment.	1,000 of which 950 improved jobs.	Programme Delivery	Quarterly
	2d	Reduced levels of deprivation by income & employment.	85% of residents from Band 1, 2 or 3 of the IMD participating in into emp. programmes.	80% (7,900) of residents from Band 1, 2 or 3 of IMD participating in into employment programmes.	Programme Delivery	Quarterly
	2e	Improved health & Wellbeing of residents.	5,000 residents to receive Thrive into Work Support	4,600 residents received Thrive into Work support (22/23)	Programme Delivery	Quarterly

3. Higher Skills: Upskilling and reskilling to respond to the regional economy and net zero	3a	Reduced number of vacancies for higher level skills jobs in key sectors set out in the Plan for Growth	Targets to be set aligned to P4G	To add in P4G data on vacancies from earliest date recorded.	Programme delivery & P4G measures	Quarterly for delivery/ P4G tbc
	3b	Increased number of residents with higher level skills (L3 & L4)	% to be added for L3 % to be added for L4	46% at L3 and 38% at L4 (Dec 22)	APS	tbc
	3c	Increased number of net zero and green skills programmes delivered across the region.	XX number of net zero/green skills programmes to be delivered (23-25)	XX number of programmes delivered in 2022	Programme delivery	Quarterly
	3d	Increased number of net zero and green skills programmes delivered across the region.	XX total number of programmes to be delivered (23-25)	XX number of programmes delivered in 2022	Programme delivery	Quarterly
4. Supporting our communities to be stronger and benefit from Inclusive Growth	4a	Increased attainment at Key Stage 1&2.	2,800 residents taking part in family learning courses	2,500 supported (date to be added)	Programme delivery	Quarterly
	4b	Increased self-confidence and communication skills in regional residents	8,500 adults to be supported to improve self confidence and communication skills	7,000 supported (date to be added)	Programme delivery	Quarterly
	4c	Reduced regional digital exclusion.	7,000 residents taking digital skills funded courses via AEB	6,400 supported (date to be added)	Programme delivery	Quarterly
	4d	Improved level of regional Health and Wellbeing	1,591 SPF Community and Place Outcomes achieved.	0 baseline (new)	Programme delivery	Quarterly
	4e	Improved wellbeing for residents undertaking adult learning programmes	6,500 reporting health or wellbeing improvements (ONS 4 measures)	6,000 adults reporting health or wellbeing improvements	ONS 4 wellbeing measures	annual