Glasgow City Region - City Deal

Cabinet

Report by Director of Programme Management Office

Contact: Mandy MacDonald  Tel: 0141 287 8503

PMO Evaluation:
Glasgow City Council Full Business Case
WORKING MATTERS

Purpose of Report:
To report on the PMO evaluation of Glasgow City Council’s Full Business Case for the Working Matters project. The Business Case was considered by the Chief Executives’ Group on 30th March 2016 when it was agreed that it be submitted to Cabinet for approval.

Recommendations:
It is recommended that the Cabinet:-

(1) agree that Glasgow City Council, as the Project Sponsor, be invited to proceed to lead on the continued delivery, monitoring and evaluation of the project, in conjunction with all Member Authorities, as set out in the business case;

(2) agree the delivery dates for the Working Matters project, as set out in paragraph 5 of this report, and note that these supersede those provided in the report to Cabinet on 17th March 2015;

(3) note the business case Executive Summary at Appendix 1;

(4) note the project risk register in Appendix 2; and

(5) approve the funding for the project of £9 million - £4.5 million of DWP funding and £4.5 million of match funding.
1 **Purpose**

1.1 To report on the PMO evaluation of Glasgow City Council’s Business Case for the Working Matters project. The Business Case was considered by the Chief Executives’ Group on 30th March 2016 when it was agreed that it be submitted to Cabinet for approval.

2 **Background**

2.1 The Executive Summary for the project is attached as Appendix 1. This describes the strategic case; the delivery model, project targets, and project management arrangements.

2.2 Glasgow City Council, as Lead, and the eight member authorities have confirmed their approval of the submission of this project as part of the City Deal programme.

2.3 The project has been reviewed against the business case criteria outlined within the Assurance Framework which aims to provide a level of technical checking, and to identify areas where further analysis or planning is required to develop the project to the next level of detail.

2.4 As part of the review the project risk management was considered to ensure compliance with the City Deal Risk Strategy and to demonstrate sufficient mitigation and management actions are being implemented. The project risk register is attached as Appendix 2.

2.5 The Programme Business Case has been approved. Working Matters will take cognisance of this and will contribute toward delivering the outcomes of the Programme which will be represented in future iterations of the Programme Business Case.

3 **Financial**

3.1 The total funding for the Working Matters project is £9 million - £4.5 million of DWP funding and £4.5 million of match funding. The grant agreement is already in place and funding has been allocated to the Member Authorities.

4 **Benefits Realisation**

4.1 The business case details the outputs for the project. In addition to the quantifiable benefits there are a series of anticipated outcomes that will be delivered and these will be highlighted through the evaluation of the project. An independent evaluation will be put in place by GCC as the Project Sponsor and details of this will be developed in conjunction with the DWP.
5 Project Scope

5.1 The Grant was intended to cover an original delivery period from 1st April 2015 to 31st March 2018. An adjustment to the timing of the programme has been made as a result of the work undertaken pre implementation to put in place the data sharing agreement.

5.2 The actual programme start date was 24th August 2015 with an end date now agreed as 23rd August 2018 and the last referral being made by DWP on 31st March 2018.

6 Recommendations

6.1 It is recommended that the Cabinet:

(1) agree that Glasgow City Council, as the Project Sponsor, be invited to proceed to lead on the continued delivery, monitoring and evaluation of the project, in conjunction with all Member Authorities, as set out in the business case;

(2) agree the delivery dates for the Working Matters project, as set out in paragraph 5 of this report, and note that these supersede those set out in the report to Cabinet on 17th March 2015;

(3) note the business case Executive Summary at Appendix 1;

(4) note the project risk register in Appendix 2; and

(4) approve the funding for the project of £9 million - £4.5 million of DWP funding and £4.5 million of match funding.
EXECUTIVE SUMMARY

Background

The Labour Market Programme is an integral part of the City Deal agreed between UK and Scottish government and Glasgow and Clyde Valley Region in September 2014. The bulk of the City Deal funding will be an investment to develop improved infrastructure and improve economic growth across the Region resulting in improved job prospects for many. One of the key deliverables is to tackle unemployment with targeted support for those most vulnerable.

The labour market interventions consist of three components

- Youth Employability,
- In Work Progression
- and ‘Working Matters’.

This Business Case relates to ‘Working Matters’ and asks for approval to deliver the programme in accordance with the DWP Grant Agreement.

Working Matters

The Working Matters programme aims to provide an intensive and integrated package of employability support to individuals across the Clyde Valley in receipt of Employment Support Allowance (ESA). The model will feature personalised employment support that is integrated with wider local support services such as health and social care, skills and training, and by drawing on the different strengths of specialist organisations and services. Glasgow and Clyde Valley partners believe it is possible to deliver a more responsive support programme that addresses the multiple and complex challenges faced by the individuals on health related benefits.

The target group for this programme are those on Employment Support Allowance who are not mandated to the Work Programme. 20% of clients will be those who have not yet engaged with the Work Programme and 80% will be those who have been through a 2 year programme with the Work Programme and exited without achieving sustained employment.

Strategic Need

Across Glasgow and the Clyde Valley area over 111,000 people are unemployed and claiming Employment Support Allowance.

The Work Programme has made progress with key target groups, particularly around JSA 18 – 24 year olds, and report 55% job outcomes at 26 weeks at a national UK level. However, figures for Work Programme at December 2013 for Glasgow and Clyde Valley demonstrate that this success is not replicated across the region.

A report by the House of Commons Committee of Public Accounts into the functioning of the Work Programme demonstrated that it was performing well below expectation with only 3.6% of participants moving off benefits into sustained employment. It also concluded that the incentives

---


http://www.publications.parliament.uk/pa/cm201213/cmselect/cmpubacc/936/936.pdf
for reaching the hardest to help claimants are not working, particularly for those who are eligible for participation in Working Matters.

As such, it appears there may be particular constraints or additional barriers that prevent current ESA claimants and those who had previously claimed health related benefits from returning to or joining the labour market. In fact, there appears to be a substantial group of participants for whom the Work Programme is not working (lower than 10% conversion to employment rate).

It is against this background that the DWP is supporting the Working Matters project, as a means to test a different approach to the delivery of services that will assist hard to reach claimants back into work.

The Clyde Valley partners have long recognised that these residents are failing to make measurable progress along the employability pathway into sustained employment and therefore need support to address the barriers to opportunity they face. Previously, Member Authorities have developed and implemented various 'bridging' type programmes to address this.

With The Work Programme performance for this client group averaging around 5% in terms of converting engagement to sustainable jobs Member Authorities and the DWP believe a high quality, customised service provided through City Deal can produce a much higher success rate of over 15%.

**Objectives**

Working Matters will help to deliver one of the key objectives of the Glasgow and Clyde Valley City Deal:

- Work with **19,000 unemployed residents** and support over **5,500 back** into sustained employment.  
- Spread the benefits of economic growth across Glasgow and Clyde Valley, ensuring that deprived areas benefit from this growth. Working Matters clients better equipped to take up/enjoy the opportunities arising from economic growth.

**Options Appraisal**

As the project is already in operation and we are under contract to deliver for DWP grant funding the section highlights the reputational damage of altering the status quo. The section concludes with a demonstration of the negative impacts that would ensue if the ‘do nothing’ option was adopted.

The ethos underpinning this proposal is not to achieve job outcomes solely to meet targets – it is about supporting individuals into employment opportunities to enable them to make life impacting changes. The number of people with apparently intractable barriers preventing them from capitalising on employment opportunities represents a significant challenge for the City Deal area. The potential benefits to the health, well-being and economic activity of its citizens, as well as the financial implications, justifies our focus on this key client group.

**Project Scope**

The Grant was intended to cover an original delivery period from 1 April 2015 to 31st March 2018. An adjustment to the timing of the programme has been made as a result of the work undertaken pre implementation to put in place the data sharing agreement.

The actual programme start date was 24th August 2015 with an end date now agreed as 23rd August 2018 and the last referral being made by DWP on 31st March 2018.

---

Over the lifetime of the programme is expected that the service will engage with 4,000 individuals. 3,200 (80%) from ESA Work Programme and 800 (20%) ESA volunteer clients who have not yet been mandated to the work programme. It is anticipated that conversion rates will vary across the 2 groups but an overall conversion rate target of 15% has been agreed with DWP which will result in 600 job outcomes.

The Working Matters (Clyde Valley) programme differs from other programmes as it has been designed to provide a highly individualised and bespoke package of support to ESA clients engaged on the programme. Interventions will be customised to meet the specific needs of clients.

The programme is based on a clearly identifiable employability progression model which is designed to provide a strategy, skills and support that will assist people to progress from long term unemployment into sustained work and progress in the workplace and/or wider labour market.

Partners will put in place protocols and agreements with local support services – public and third sector - to ensure access to the services relevant to their particular clients. Clients will be referred by JC+ and partners will work closely with JC+ during the time of engagement with the programme. To ensure that clients are supported to achieve longer term sustainability (26 weeks +), partners will incorporate aftercare support across initial job entry and beyond

Stakeholders
As part of the development of the programme the Glasgow and Clyde Valley PMO have developed a template for the Communications and Marketing Plan for each project within the City Deal Programme. This includes a section which outlines the project communication stakeholders, general communication aims and channels. These stakeholders include people or groups who may be directly or indirectly involved, who may be able to influence or who may be affected by the Labour Market Programmes. Glasgow City Council will produce a Communications and Marketing Plan for Working Matters following the approval of the Business Case which will confirm the approach to stakeholder management

Key Stakeholders in the delivery of the Working Matters Programme have currently been identified as:

- Member Authorities
- UK Government
- Scottish Government
- DWP
- Local JC+
- Employers
- ESA benefit claimants eligible for the programme

Further information is included in the Stakeholder Matrix at Appendix B.

Benefits
The Working Matters project will deliver a clear number of headline benefits across the city-region.

Working Matters will deliver the following outputs of:

- working with 4,000 individuals currently in receipt of ESA
- helping at least 600 ESA claimants into sustained work

The project will in turn deliver wider outcomes, which at this stage have not been quantified but which will be captured within the wider evaluation of the project:

- a reduction on the benefit bill, including passported benefits like Housing and Council tax benefits
- a reduced strain and costs on other public services such as health and social care
- an increase in the employment rate and reduction in levels of economical inactivity which will contribute to increased productivity, and increase in GVA across the city-region
- evidence of the social return on investment (SROI) of investing in this client group
- gathering evidence of the effectiveness of this type of intervention as a means of lobbying for policy changes to provide support for this group of clients.

**Economic Case**

Establishes the wider impact of the project, providing an indication of the benefits accruing to the economy as a result of the positive outcomes achieved by the programme.

The Section draws on established research to demonstrate benefits to the Exchequer for moving people from benefits to employment.³

The Section concludes that while these benefits are valuable and important, additional benefits in terms of quality of life for participants and their families are also valuable and together with the economic benefits provide strong justification for the intervention.

**Commercial Aspects**

GCC will be the Lead partner for the Working Matters programme and will undertake the Programme Management function for Working Matters including monitoring and compliance and management of the Hanlon IT system. (see 8.1 for detailed information).

DWP will be the referral agency for 80% of the clients on Working Matters. Clients who complete their mandatory engagement with the Work Programme without achieving a sustained job outcome will be required to attend an interview with a JC+ job coach. At this interview Working Matters will be discussed and clients given an opportunity to engage with the programme. A three way meeting will then be arranged between the client, JC+ job coach and the relevant Working Matters provider in the Member Authority.

Each of the 8 Clyde Valley MAs will deliver Working Matters to eligible Work Programme leavers in their respective Local Authority areas. Member Authorities will be responsible for reporting performance.

There will be a mix of in house and procured delivery across the 8 MAs. (Detailed at Section 5.1)

Progress for individuals will be monitored, supported and reviewed through our case management approach. This is a systematic, individual-centred, goal-oriented approach to working with clients and facilitates access to multiple services that are necessary for them to achieve their ambitions. Progress will be captured in a client information management system and a full range of customised reports to demonstrate individual and programme progress will be available.

In order to provide the expert interventions to enable people to overcome specific barriers related to their life circumstances all Member Authorities will require to purchase services to be delivered by specialist providers. This will be undertaken in accordance with each MAs procurement processes i.e. quick quote, framework, open tender. Details of these specialist providers and their contracts will be provided to the PMO on a quarterly basis detailing

- What service has been procured
- The name of the sub contractor
- The amount of the contract
- The timescale for delivery

DWP approval has been received for £4,500,000 with £4,500,000 match funding to be provided over four financial years by the 8 Member Authorities.

The Working Matters Risk Register for the project is shown in Appendix E. Risk for delivery of the project, at the strategic level, is allocated to GCC as lead. Risk will be allocated either to the relevant body within Glasgow City Council taking forward the works or to Third Parties by way of Legal Agreement in terms of grant pass down or MAs contracts with delivery agents.

**Financial Case**

The overall cost of this project is £9,000,000.

DWP approval has been received for £4,500,000 with £4,500,000 match funding will be provided over 4 financial years by the 8 Member Authorities.

The £4,500,000 DWP funding has been received and is held by PMO for disbursement to MAs as per the grant agreement.

MAs will report on their match funding in the annual Statement of Grant Usage at the end of each financial year.

<table>
<thead>
<tr>
<th>MEMBER AUTHORITY</th>
<th>2015-16 (32 weeks)</th>
<th>2016-17 (52 weeks)</th>
<th>2017-18 (52 weeks)</th>
<th>2018-19 (20 weeks)</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Partner</td>
<td>£100,227</td>
<td>£183,127</td>
<td>£183,127</td>
<td>£62,280</td>
<td>£528,761</td>
</tr>
<tr>
<td>Glasgow</td>
<td>£105,430</td>
<td>£1,663,290</td>
<td>£1,663,290</td>
<td>£648,586</td>
<td>£4,080,596</td>
</tr>
<tr>
<td>Renfrewshire</td>
<td>£124,222</td>
<td>£322,568</td>
<td>£333,068</td>
<td>£174,851</td>
<td>£954,709</td>
</tr>
<tr>
<td>East Dunbartonshire</td>
<td>£23,110</td>
<td>£79,716</td>
<td>£81,130</td>
<td>£31,213</td>
<td>£215,169</td>
</tr>
<tr>
<td>North Lanarkshire</td>
<td>£127,827</td>
<td>£346,356</td>
<td>£355,689</td>
<td>£149,403</td>
<td>£979,275</td>
</tr>
<tr>
<td>South Lanarkshire</td>
<td>£198,077</td>
<td>£363,180</td>
<td>£374,180</td>
<td>£178,531</td>
<td>£1,113,968</td>
</tr>
<tr>
<td>Inverclyde</td>
<td>£58,840</td>
<td>£167,740</td>
<td>£171,641</td>
<td>£60,920</td>
<td>£459,141</td>
</tr>
<tr>
<td>East Renfrewshire</td>
<td>£0</td>
<td>£53,934</td>
<td>£53,934</td>
<td>£53,934</td>
<td>£161,801</td>
</tr>
<tr>
<td>West Dunbartonshire</td>
<td>£64,415</td>
<td>£181,542</td>
<td>£182,208</td>
<td>£78,415</td>
<td>£506,580</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£802,148</strong></td>
<td><strong>£3,361,452</strong></td>
<td><strong>£3,398,267</strong></td>
<td><strong>£1,438,132</strong></td>
<td><strong>£9,000,000</strong></td>
</tr>
</tbody>
</table>

A full breakdown of the project costs which will be incurred in delivering the overall programme can be found at Section 6.3.

There is potential for the programme to underspend if the referrals from DWP drop significantly therefore there are less clients to support. If this situation occurs and less than £9,000,000 is spent in delivery of the programme a proportion of the £4,500,000 DWP grant will have to be repaid.

There is also potential to overspend if the barriers to be addressed are significantly higher than anticipated as additional investment will be required.

Any potential issues of this kind will be managed through project management and governance.

**Project Governance and Management**

Glasgow City Council has established a City Deal Executive Board supported by a Governance Framework, which outlines the management and approvals process for all City Deal projects. This Governance Framework details how the City Deal Programme will be managed by Glasgow City Council in order to ensure its effective delivery and comply with the Assurance Framework and Governance Structure of The Glasgow and Clyde Valley City Deal.
Glasgow City Council has a dual role as both Lead Accounting Body (LAB) which includes undertaking the Programme Management function for Working Matters as well as a delivery partner. On behalf of GCC, JBG have carried out development work for the project prior to the start date and also put in place and delivered training on the Common Management Information system for the project (Hanlon).

Programme Management will be led by the GCC Lead and undertaken by a team within the Economic Development Department.

Any material changes, including those outlined in the financial case that are identified will be discussed at the Working Matters Operational Delivery Group. With the group’s agreement minuted these will then be flagged by the Lead in their 4 weekly Project Status Report Submission to the PMO. Where necessary a change control will be detailed in the Lead report and highlighted through the Member Authority report. These changes will then be included in the PMO’s Programme Status Report and will go to the Chief Executives Group as a recommendation for approval. This process has been discussed and agreed with the Chair of the Skills and Employment Working Group.

It is anticipated that rather than generate Community Benefits the clients participating in this programme will be beneficiaries of the various City Deal Community Benefits generated through the infrastructure and innovation programmes, including those available under the work placements, employment, and training opportunities.

The establishment of the data sharing protocol between GCC as Lead, the other CV MAs and DWP has been a complex but significant achievement. DWP apply rigorous regulations to any level of data sharing they enter into due to the significant volume of personal (and sensitive) data they hold regarding individuals. The development of the protocol and agreements have been overseen by representatives from GCC Legal Services.

Each local delivery agent will be required to input client information and progress into the management information system, Hanlon. Hanlon allows for a number of reports to be drawn on performance and activities over a specified period.

Member Authorities will regularly require to either request this information from their delivery agent or access Hanlon directly to ensure adequate progress is being made in delivering the project as profiled.

According to the DWP grant agreement, a Combined Monitoring and Claim Form (CMCF) must be submitted on a monthly basis (see Appendix H) providing details of performance against minimum requirements, outcomes, targets and indicators. This information will be drawn directly from Hanlon.

As per the DWP grant agreement, at the end of each financial year a Statement of Grant Usage requires to be submitted for the full programme. This is an annual report completed by the Lead outlining details of grant expenditure for submission at the end of each financial year.

There is a £50,000 evaluation budget set aside within the Support Package to ensure a complete and comprehensive evaluation is undertaken over the lifetime of the project which will cover elements such as the establishment of the programme, delivery issues, lessons learned and recommendations for mainstreaming the activity.

An evaluation steering group will be established which will include representation from PMO, GCC Lead team, DWP and other relevant stakeholders.

Full details of the tender are still being decided but it is anticipated that this will align with the Greater Manchester Working Well evaluation which has been operational since March 2014 and is supporting the same target group through City Deal funding. This will allow assessment and comparisons between the programmes.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 - WM001</td>
<td>Open</td>
<td>Contractual</td>
<td>Limited referrals from Job Centre Plus</td>
<td>CA</td>
<td>MA</td>
<td>4</td>
<td>2</td>
<td>8</td>
<td>High</td>
<td>Delivery Partner/DWP</td>
<td>GCC Lead to work with DWP and maintain a constant dialogue to ensure referral targets are maintained.</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>Medium</td>
<td>28/10/2015</td>
<td>✓</td>
</tr>
<tr>
<td>2015 - WM002</td>
<td>Open</td>
<td>Societal</td>
<td>Limited engagement from clients</td>
<td>CA</td>
<td>MA</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>Medium</td>
<td>Delivery Partner/DWP</td>
<td>GCC Lead to provide mitigating action through the WM Group(s) to re-establish increased engagement through new ideas for the WM Programme</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>Medium</td>
<td>28/10/2015</td>
<td>✓</td>
</tr>
<tr>
<td>2015 - WM004</td>
<td>Open</td>
<td>Professional</td>
<td>Difficulties in establishing links with infrastructure projects to ensure access to community benefit opportunities</td>
<td>CA</td>
<td>MA</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>Medium</td>
<td>Employment and Skills Working Group</td>
<td>PMO to establish and maintain links between WM Group and ESWG to ensure that infrastructure projects have visibility of WM Clients. CD LPSG to ensure that CFB's are written into tenders to allow WM Clients to benefit from Infrastructure opportunities</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>Low</td>
<td>28/10/2015</td>
<td>✓</td>
</tr>
<tr>
<td>2015 - WM006</td>
<td>Open</td>
<td>Reputational</td>
<td>Data undermined by poor quality input</td>
<td>CA</td>
<td>MA</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>Medium</td>
<td>JBG</td>
<td>JBG to maintain consistent dialogue with delivery partners to allow for updated training and development of Hanlon trained staff</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>Low</td>
<td>28/10/2015</td>
<td>✓</td>
</tr>
<tr>
<td>2015 - WM007</td>
<td>Open</td>
<td>Regulatory/Legal</td>
<td>Information Security</td>
<td>CA</td>
<td>MA</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td>Medium</td>
<td>JBG</td>
<td>Hanlon data to be administered affectively by JBG reducing the risk of a breach</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>Low</td>
<td>28/10/2015</td>
<td>✓</td>
</tr>
<tr>
<td>2015 - WM008</td>
<td>Open</td>
<td>Contractual</td>
<td>Communication breakdown between project partners</td>
<td>CA</td>
<td>MA</td>
<td>4</td>
<td>2</td>
<td>8</td>
<td>High</td>
<td>Delivery Partner/DWP</td>
<td>Clear Role &amp; Remit for Working Matters Support Staff team.</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>Medium</td>
<td>28/10/2015</td>
<td>✓</td>
</tr>
<tr>
<td>2015 - WM009</td>
<td>Open</td>
<td>Contractual</td>
<td>Failure to meet targets</td>
<td>CA</td>
<td>MA</td>
<td>4</td>
<td>2</td>
<td>8</td>
<td>High</td>
<td>Delivery Partner/DWP</td>
<td>MA's to provide accurate re-profiling of targets. Discussions to be maintained and kept open with DWP.</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td>Medium</td>
<td>28/10/2015</td>
<td>✓</td>
</tr>
<tr>
<td>2015 - WM009</td>
<td>Open</td>
<td>Physical/Assets</td>
<td>System failure (Hanlon Database)</td>
<td>CA</td>
<td>MA</td>
<td>4</td>
<td>2</td>
<td>8</td>
<td>High</td>
<td>JBG/Lead Authority</td>
<td>JBG to work with Hanlon system administrators to ensure data is backed up.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>Low</td>
<td>28/10/2015</td>
<td>✓</td>
</tr>
<tr>
<td>2015 - WM011</td>
<td>Open</td>
<td>Contractual</td>
<td>Resource - Capacity to deliver the programme</td>
<td>CA</td>
<td>MA</td>
<td>4</td>
<td>2</td>
<td>8</td>
<td>High</td>
<td>MA's/Delivery Partners</td>
<td>MA's to raise and escalate lack of resource through LO &amp; CEG to increase effectiveness of delivery partners</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>Medium</td>
<td>28/10/2015</td>
<td>✓</td>
</tr>
<tr>
<td>2015 - WM012</td>
<td>Open</td>
<td>Professional</td>
<td>External Risks - Labour Market Forces</td>
<td>CA</td>
<td>MA</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>Medium</td>
<td>Lead Authority</td>
<td>GCC Lead and WM Groups to maintain dialogue with DWP to keep visibility of Labour Market movement</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>Low</td>
<td>28/10/2015</td>
<td>✓</td>
</tr>
</tbody>
</table>