

 	Health and Wellbeing Board 15 July 2019
	Report from the Strategic Director Community Wellbeing
Update on Mental Health and Employment Outcome Based Review (OBR)	

Wards Affected:	ALL
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	2
Background Papers:	none
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Phil Porter Strategic Director Community Wellbeing Phil.porter@brent.gov.uk Sadie East Head of Transformation Sadie.East@brent.gov.uk

1.0 Purpose of the Report

1.1 This report provides an update on the Outcome Based Review (OBR) for Mental Health and Employment following completion of the discover and define phases of the OBR.

2.0 Recommendation(s)

2.1 HWB notes the update on the OBR.

2.2 HWB notes and discusses the ideas which have been developed by partners through the OBR process and considers how it can support further development and testing of these ideas.

3.0 Background – Outcome Based Reviews (OBR)

3.1 A report on plans to undertake an OBR focussing on Mental Health and Employment was presented on 9 October 2018.

3.2 This OBR is the latest in a series of projects undertaken by the Council using design led methodology to tackle cross-cutting problems. The design led approach focuses on the individual, family and / or community with the aim of understanding issues from the perspective of residents (rather than the organisations delivering services) and to look beyond departmental and organisational silos to implement solutions that are better for residents and either achieve greater impact for the same public funding, or reduce public funding across the system.

3.3 The methodology has four key stages – Discover, Define, Develop and Deliver: -

Discover more about what is actually being delivered through data collection and analysis, service mapping and effectiveness review, community research (including focus groups), professional interviews and horizon scanning.

Define a vision for future arrangements, bringing together a range of stakeholders to identify opportunities, prioritise key issues and generate ideas to take forward.

Develop new ideas, agree an approach and plan for testing and engage relevant stakeholders.

Deliver and **test** a new model and build a business case based on learning, setting out the service and commissioning models, including the financial business case.

3.4 The OBRs are sponsored by a Strategic Director at the Council and supported by the central transformation team. They report on progress to the Council Management team and to Members. A project board is established to steer the review consisting of representatives of key partner organisations. This OBR is sponsored by Phil Porter, Strategic Director Community Wellbeing, who also chairs the project board. Membership of the project board is as follows:

Sandra Ademola - DWP Delivery Operations Manager
Duncan Ambrose – Assistant Director, Brent CCG
Matt Dibben – Head of Employment, Skills and Enterprise, Brent
Joe Dromey – Deputy Director Learning and Works Institute
Sadie East - Head of Transformation, Brent
Tara Furlong – Federation of Small Businesses
Dr Vidhya Kumaranayakam - Clinical Director, Brent CCG
Melanie Smith – Director of Public Health, Brent

4.0 Discover phase

4.1 The overarching outcome for the OBR which was agreed at the beginning of the review was: ‘to increase the number of people with mental illness thriving in work’.

- 4.2 The first phase of the discovery work consisted of looking at local and national data, reviewing relevant research and mapping the services and referral pathways currently in place. Initial engagement work was also conducted including interviews and focus groups with service providers and users.
- 4.3 Through these findings the board considered how to narrow the focus of the OBR in order to ensure meaningful outcomes from the process. Questions considered were whether to focus on people with severe or common mental health conditions and whether to focus on people currently in work or not in work.
- 4.7 In relation to people with mental health conditions currently in work, the board identified that it could be easier to support this group as they are already employed. However, owing to barriers for people in disclosing their condition, it would be difficult to identify them. We would also have a limited influence over what individual organisations do. Lastly, 92% of the businesses in Brent are micro businesses (employing less than 10 people) which could mean it is challenging to engage with them to make changes.
- 4.8 The second option considered was those out of work. Data confirmed that the largest group of working age people not in work and known to have a mental health condition are those in receipt of Employment Support Allowance (ESA) (5,098 people in Brent). This group is easy to identify, as all are in contact with Job Centre Plus (JCP). JCP already have skilled work coaches and strong links and knowledge of other organisations who provide support for those with mental health conditions. The challenge in working with this group is they are likely to have more complex needs and require a greater level of support.
- 4.9 The ESA group is for people the DWP has deemed unable to work. There is no expectation for people in this group to do anything to improve their chances of finding work. Those in the Support Group are usually only contacted every three years for a medical assessment or review of their medical condition/s but they are not required to attend any work focused interview or have contact with a work coach at the Job Centre unless they make contact with them directly. Other findings relating to this group includes:
- There are 10,842 ESA recipients in Brent
 - Almost half of these (5,098) have a mental health condition
 - 3,770 of these are in the support group
 - Just over 3,154 have been in the support group for two years and 1,622 for three years
 - A number of people in this group reported wanting to work or feeling they could move towards work with the right support
- 4.10 Given these findings and the results of service mapping, which showed fewer services and routes to access services for people likely to be in this group, the board agreed that this should be the focus for the OBR.
- 4.11 Further work was conducted with a focus on the ESA support group, including interviews, focus groups and workshops with Job Centre Plus staff, Brent Council staff, GPs, medical assessment centre staff, service users and

service providers. In addition, in-depth ethnographic interviews were carried out with people with lived experience of being affected by mental illness, being in the ESA support group and accessing employment services.

4.12 During this engagement the following themes emerged:

- Poor communication between services
- Lack of understanding of services that are available and who does what
- Lack of qualifications being a barrier to employment
- Stigma and lack of awareness around mental health disorders
- Too long from referral to accessing services
- Employer attitude and support is a barrier
- Confusing referral pathways
- Too many people end up in the support group and don't get supported

5.0 Define phase

5.0 The second stage of the OBR process is the define stage which consisted of a visioning event which took place on Monday 24 June 2019. This event brought together around 50 professionals from organisations such as the DWP, Shaw Trust, Hestia and Crisis, as well as service users, councillors, the CGG, senior council staff and other key stakeholders to identify opportunities, prioritise key issues and generate ideas to take forward.

5.1 At this event, key findings and insights from the discovery phase were presented. A selection of these materials is included at Appendix 1. This informed a process designed to encourage mixed groups of delegates to the following challenges we are identified through our discovery phase:

- How do we increase knowledge and understanding of services that are available to support people in the ESA support group access and sustain employment?
- How do we improve communication & relationships between key stakeholders supporting people with severe mental health conditions?
- How can we increase the number of employers actively recruiting people with severe mental health conditions?
- How can we proactively engage the ESA support group?
- How can we raise awareness about mental health disorders and combat stigma among employers?
- How can we make the system easier for service users with severe mental health conditions to navigate?

5.2 A number of ideas were developed which participants were encouraged to vote on to express their support. The ideas generated were:

Let's Talk

A forum for providers to come together to network and share best practice. The idea hopes to improve communication between partners and deliver better outcomes for service users.

The Bridge

A link worker attached to every GP surgery for 'social prescribing'. The link worker will have access to a database of all employment services for people with mental health conditions.

Building stronger pathways from GPs to employment support

A link worker attached to every GP surgery. If any patient with a mental health condition wants support with employment they will be offered an appointment with the link worker.

Single point of referral for employment support provision

GPs to ask every patient with a mental health condition (that is not in employment), if they would like to work in the next 15 months. If they are interested there will be a triage process to ensure they are referred to the most appropriate service.

The Soundboard

A business conference to discuss mental health and wellbeing in the workplace. The conference will hope to raise awareness on the subject and get commitment from businesses to better support employees with a mental health condition and provide opportunities for those with a mental health condition seeking employment.

Mental Health Navigators

Mental health navigators recruited to support people with a mental health condition access employment support. The navigators feed into a mental health forum for service providers.

Celebrate and Earn

Businesses incentivised to take on employees with a mental health condition through the service providers giving a portion of the money they receive to the business once the employee has reached a specific output. Media campaigns to promote the project and the success of the participants to encourage other businesses to get involved.

5.3 The concept posters for each of these ideas is also included at Appendix 2.

6.0 Next steps

6.1 These ideas will be considered by the OBR project board on 9 July to consider how they can be taken forward to prototype and test. This process will be supported by the Council but active involvement and buy-in from partners including Health and DWP will be essential. Some ideas may also be able to be agreed and implemented without testing.

6.2 The Council's Senior Management Group considered how the Council as an employer could do more to recruit and retain people affected by mental illness and this will feed into an action plan.

7.0 Financial Implications

7.1 Financial implications and potential savings to the system from earlier intervention and increasing the number of people affected by mental ill health will be identified as through idea development and testing.

8.0 Legal Implications

8.1 There are no legal implications identified at this stage for this work.

9.0 Equality Implications

9.1 We will ensure equality implications are considered as part of the work carried out at all phases of the OBR.

Report sign off:

Phil Porter
Strategic Director, Community Wellbeing