

# West London Employment & Health Programme

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# Background

- The Programme started with the Mental Health and Employment Trailblazer
- Quickly incorporated oversight of the Whole Place Community Budget / TCA projects:
  - Working People, Working Places
  - Opportunities for Young People
  - Skills Escalator
- All 7 WLA boroughs are actively supporting the Programme; and there is DWP and NHS representation at all levels; including the Programme Board, chaired by Paul Najsarek.
- This paper provides an update on progress in recent few months

# Integration

- Context re. employment landscape in London with currently more vacancies than job-seekers
- People who are unemployed tend to have one or more significant barriers to getting a job
- So they're typically in contact with a number of areas of the public sector – including Housing; Adults Services; Troubled Families teams; and health professionals
- Employment services need to work more closely with these teams to improve outcomes
- The programme has identified c. £50M of employment support [poorly] commissioned by various external bodies
- Challenges in bringing together providers with potential referrers to reflect local differences
- Networking Event at the Drum in Brent on 23rd February successfully brought together this diverse provision with Public Sector and VCS staff

Good progress is being made to embed provision in the relevant teams across the 7 boroughs:

Barnet:	Rachel Williamson
Brent:	Kaya Chatterjee
Ealing:	Imogen Hughes
Harrow:	David Sklair
LBHF:	Janice Woodruff
Hillingdon:	Inga Spencer
Hounslow:	Samina Hussain

# Transformation Challenge Award (TCA) Funded Pilots

## Whole Place Community Budget Business Cases

### Opportunities for Young People

Preventing NEET and helping existing NEETs through early identification and wrap around service

Ealing and Barnet - early adopter boroughs

### Working People, Working Places

Tackling unemployment hotspots in West London with local multi-disciplinary team

Brent & Barnet – early adopter boroughs

### Skills Escalator

Working with businesses to drive up skills amongst low earners

Hounslow & Harrow early adopter boroughs

## LEP Growth Deal Pilot

### Mental Health & Employment Trailblazer

Helping people with common mental health conditions into work through integrating mental health and employment services

7 West London Boroughs



# TCA Pilots – Working People Working Places

15/16/17	Brent –Living Room	Barnet -Boost	Total WPWP
Engagement targets	358	1090	1448
Engagement Actuals	407	799	1206
Job Targets	79	242	321
Job Outcomes	94	270	364

# TCA Pilots – Skills Escalator

The programme started in 2014 focusing on people living in temporary and privately rented accommodation. It included free upskilling training. Evaluation of the first two years of running is coming to conclusion. Preliminary findings include:

- Largest groups taking up offer are 1 and 2 parent families with children
- 15% to 20% of starts (by borough) increased earnings;
- Earnings increased by between £382 and £432 per month.
- Total ROI 1:3.32 but fiscal ROI was less than 1
- Provision of free up-skilling training and ESOL very important

Now rolling out in Barnet and Ealing. For the future it would be helpful to consider:

- Links to the work on skills provision and the apprenticeship levy
- Closer engagement with employers
- Continued engagement with JCP and the new UC agenda

# Mental Health & Employment Trailblazer

- Launched on 23<sup>rd</sup> February and trialling, at scale, an approach that has an evidence base of success in secondary mental health services.
- The Trailblazer will test its effectiveness with claimants with common mental health conditions, like Anxiety and Depression; who are supported by the IAPT teams across the WLA.
- The approach is termed Individual Placement Support (IPS) – see last slide.
- The Trial will run until December 2018 and is being provided by Twining Enterprise; with support from CNWL Mental Health Trust and the Centre for Mental Health. These are three of the handful of Centres of Excellence in IPS in the UK.
- In addition to trialling the approach – it is also trailblazing integration with services co-locating with IAPT services and jointly case conferencing.
- Twining Enterprise have mobilised and have presence in all 7 WLA boroughs; recruitment is nearly complete; the service is integrated with all JCPs; and most IAPT services. It will provide a service to over 1000 WLA residents by December 2018.
- A similar service funded through Big Lottery, also provided by Twining Enterprise, will come on stream in Autumn providing coverage in all wards of WLA boroughs
- In combination this will provide almost £4 m of services to this group

# Work and Health Programme - Background

- In the Autumn statement, the Chancellor confirmed that the budget for the Work and Health programme would be transferred to London Sub-Regions. The new provision will start from early 2018; DWP are providing a grant of £16M over the 5 years of the provision; with WLA applying for ESF to match this. As part of this WLA has been invited to apply for Co-financing status.
- The 4 sub-regions of London are collaborating on procuring. The Programme has shortlisted 5 providers. Bidders will submit proposals in early June, when a selection of 3 providers will take place. Dialogue will take place during July. All boroughs have been invited to contribute to supplier evaluation and dialogue.
- The devolution of the Work and Health programme will allow WLA to reflect its own priorities better than the nationally commissioned programmes.
- The specification includes measures to encourage VCS involvement in the programme; a payment linked to London Living Wage, not minimum wage. There is also priority access for unemployed people who are likely to increase demand for local services. For example, parents of children who at risk of becoming looked after; and people at risk of becoming homeless.

# Work and Health Programme - Priority Groups

Ex-offenders/ Offenders

Carers/ Ex-carers

Homeless or at risk of  
Homelessness

Affected by the Benefits  
Cap

Ex-HM Armed Forces  
personnel or reservists

Working age adults  
with mental health  
conditions known to  
secondary care services

Partners of current or  
former Armed Forces  
Personnel

People for whom Drug /  
Alcohol Dependency  
presents a barrier

Care Leavers

Refugees

Member of family with  
a child a risk of  
becoming LAC

Working age adults with  
disabilities known to  
Adult Services

# Work and Health Programme – Design features

## Key Differences of the WHP Design in West London Compared to the National Model

- WLA will invite providers to propose payment models, within defined parameters. These are between 30% to 50% service fee, and a minimum (as opposed to a prescribed) number of participants, this will allow bidders to differentiate their commercial offering. This should deliver better outcomes and improved value for money.
- Capping the service fee at 30%, leaving 70% of payment being based on outcomes; as DWP are doing, has previously proved a significant issue for NHS Trusts – and small VCS providers who cannot manage the cash flow risks
- The evidence base for employment support for Sick and Disabled people is that models need to be implement with High Fidelity to the design. We will be looking to impose Service Standards around the proposed models to ensure fidelity.
- In West London it is planned for there to be a single outcome payment based on earning London Living Wage for 16 hours a week for 26 weeks.

# NWL STP – Work and Health Business Cases

**As Part of the STP development four Outline Business Cases were submitted. The first two were identified as a priority for the next year and we and colleagues from the NHS are actively exploring ways of funding the initiatives**

1. Job Coaching (IPS) for severe and enduring mental health. Strong existing evidence base, with a little patchy existing provision. We are exploring the possibility of ESF matched funding before approaching local CCGs and boroughs through STP.

2. Job Coaching (IPS-like) for drug and alcohol abusers.

- Expression of Interest submitted to the Life Chances fund for a Social Impact Bond (SIB) where JCP and the STP would be co-investors with Cabinet Office, the SIB has progressed to round 2, a small amount of funding was provided to produce the next iteration of the business case and to co-design the SIB. This was submitted on 28 April. Life Chances have been asked for £1.2m . We need to find an additional £1.4m of local funding which amounts to £48K per pair of boroughs and CCGs for 3 years.

3. Job coaching ( IPS- with support) for people with Learning Disabilities.

4. Wider use of an intensive Biopsychosocial approach for people who are out of work or at risk of losing their jobs due to musculoskeletal conditions (mainly, but not exclusively, Lower Back Pain)

# Care Leavers

- Considerable interest in how the Job Coaching principles of IPS can be extended to other hard to help groups.
- CNWL have had success in a small scale service for Drug and Alcohol
- WLA attracted funding for a small scale pilot of the principles with Care Leavers, who have consistently poor job outcomes.
- The one year programme has been running 9 months and is outperforming other provision
- There have been referrals from all 6 boroughs in the pilot (Barnet is in a different JCP district so was not able to take part)

## Outcomes

- The Programme will support to 120 very hard to help Care Leavers, as at end of April 38 care leavers have started work, with 9 having already sustained work for over 3 months.
- The provision is scheduled to cease in July. JCP are keen to extend provision, subject to gaining a small financial commitment from boroughs.

# The Future – A Strategic Approach

- We have mapped current provision and understand the areas of over provision and gaps
- We have good relationships with JCP . We can build on the innovative TCA projects – Working People Working Places and Skills Escalator – Both evaluations are due this Summer, O4YP is running slightly later.
- The MH&E Trailblazer will provide good access to quality employment support interventions until 2018 (we are seeking to extend this provision until 2019 through JCP and ESF funding)
- We have designed the WLA-WHP to be integrated, co-ordinated and co-located with local services so the provision meets the needs of local residents. We will be setting up an Integration Board. And we will ensure we have a quality evaluation.
- As externally commission provision reduces in 2018/19 we need to:
  - understand what if any funding will replace ESF
  - consider how employment support links to the skills agenda and the apprenticeship levy
  - focus on areas and client groups not be well provided for though WLA-WHP (e.g. those who may be best serviced through access via other services such as health services)
- continue to find opportunities to innovate

# Any Questions?

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## Appendix A – IPS Principles

1. Universal access to IPS supported employment to people with mental illness who want to work
2. Employment services are integrated with mental health treatment services
3. Competitive employment is the goal
4. Personalized benefits counselling is provided
5. The job search starts soon after a person expresses interest in working
6. Employment specialists systematically develop relationships with employers based upon their client's preferences
7. Job supports are continuous
8. Client preferences are honoured