



Newham London

Newham Adult Social Care

Employment strategy for people with health and social care needs: Supporting choices and rights for our customers

2014 – 2017

Preface

The London Borough of Newham and its partners are happy to present this three year Employment Strategy.

This strategy was co-produced with the Newham Employment Task Group and represents a collaborative effort by a number of partner agencies working in Newham, especially user-led organisations, people with support requirements and their families and carers.

Thanks to all groups and individuals for their valued input and contributions. A full list of involved parties can be found in Appendix 3.



Executive summary

Vision

The overarching vision of the council's and its partners is to increase the number of people with health and care needs who gain and retain paid or self employment.

This strategy sets out the context and barriers experienced by people with health and social care needs and proposes actions which will deliver improved outcomes for individuals and for the borough as a whole.

Aims of the strategy

- Ensure that a higher rate of the council's customers gain and sustain paid or self employment over the next three years. Specifically:
 - provide direct support to help over 60 individuals into work by March 2015
 - for those with mental health needs or a learning disability, raise the Council's rate of employment so that they are in line with the London average.
- The care pathway offered by the council supports all working age people and young people with health and social care needs to consider work as a viable option, specifically by utilising person-centred planning, support plans and transition plans.
- Carers have improved support to gain, return or remain in paid or self employment.
- Employers see people with health or care needs and carers as viable and valued employees.

In order to develop a realistic, Newham specific approach to meet these aims, this strategy will consider:

- the local and national policy context around employment for individuals with health and care needs
- local demographics
- views of our stakeholders about the issues with current employment support
- examination of best practice from existing local and national evidence bases.

This strategy then sets out four key objectives which will focus actions to achieve the strategic aims:

1. Ensure people have direct support to gain and sustain employment.
2. Ensuring confident and motivated job seekers.
3. Employers are confident to employ people with health and social care needs.
4. Ensure that young people have the support they need to access training, vocational support and employment directly from school/college.

The most significant action will be the development of the council's successful employment support service (Workplace) with two specialist teams focussed on ensuring that people with health and social care needs who want to work are adequately supported to gain and sustain employment through a new specialist team of support officers.

An accompanying action plan sets out further detail on the actions that Newham Council will take to ensure delivery of the strategy.

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1. Introduction

This strategy sets out how the London Borough of Newham aims to increase the number of people with health and social care needs gaining paid or self-employment over the next three years.

It is widely recognised that employment can be good for people. Work helps define aspects of personal status and can increase an individual's self esteem and sense of belonging. Paid work also brings greater opportunities for social care users to gain independence, and can lead to psychological and social benefits. Moreover, employment has clear economic benefits to both the individual and society as a whole.

However, for people with a health or social care need, finding and keeping employment can often be far more difficult than for other members of society. Figures suggest that people with health and social care needs are among the most excluded in terms of access to paid or self-employment.¹ We want people with health and social care needs to have a range of opportunities available to support them into paid or self-employment.

This strategy identifies, defines and examines the issues, needs and barriers experienced by people from Newham with health and social care needs in accessing meaningful employment. It establishes a strategic direction for future actions which is focussed on removing or overcoming these barriers to support more people gaining and retaining paid employment. The strategy has been developed in co-production with customers, and will inform commissioning decisions around employment support provision for people with health and social care needs and carers in Newham.

This strategy:

- sets out our vision and strategic aims
- considers the local demographic context, and local and national policy drivers that impact on employment for people with health and social care needs
- identifies key barriers to employment experienced by people with needs and carers
- considers the effectiveness of current employment programmes
- describes what we need to do to improve employment rates
- sets out objectives and actions to meet the vision and strategic aims.

Target groups

Primarily, this strategy is concerned with improving employment opportunities for people with health and social care needs who are eligible for social care and require extra support to enable them to access, gain and sustain paid or self employment. These will include individuals with the following experiences:

- learning disabilities
- sensory, visual or hearing impairments
- mental health support needs
- substance misuse issues
- autism spectrum disorder
- young people with needs making the transition to adulthood
- unstable or fluctuating physical and long-term health
- carers.

¹ The disability and health employment strategy: the discussion so far. HMG, 2013. Annex B

2. Local and national context

The council will also support individuals with health or care needs who are not direct customers of the local authority, but who aspire to attain employment by creating a positive and sustainable environment where individuals know where to access information and other support on offer.

Legal framework

There is a range of specific laws which provide a backdrop to the council's approach to supporting individuals with health and care needs. The Disability Discrimination Act (2005) and the Equality Act (2010) set a framework for local authorities and employers to take active steps to consider disabled people's rights, and prevent them from experiencing discrimination in their everyday life. This includes at work, when applying for jobs, and when using services.²

The Welfare Reform Act (2012) introduced a wide range of reforms to make the benefits and tax credits system fairer and simpler. It aims to create sustainable incentives to encourage more people to work, and has an aim of creating total welfare savings of £18 billion per year by 2014/2015.³

Current national policies for tackling worklessness for those with care and support needs

Over the past 10 years, increasing employment and personalising public services have been key objectives of Government policy. Currently, specific policies such as Access to Work, Work Choice and the Work Programme sit alongside general welfare to work schemes such as Job Centre Plus. Appendix 2 sets out the national programmes that we have taken account of in the development of this strategy.

The council's strategic policy context

The employment rate for people with health and care needs in Newham is significantly low and our reported performance indicators are amongst the lowest in London. As a result, employment is a key priority for the borough as a whole - as set out in the council's *Sustainable Community Strategy*.⁴ This is our blueprint of how the council and its partners (including health and police) will work together to improve the lives of people in Newham over the next 20 years, making it a place where people choose to 'live, work and stay'.

Within the Community Strategy, the council sets out an overarching economic development plan including plans to prioritise providing residents with the skills, training and opportunities to gain and retain jobs in Newham and elsewhere in London, with an explicit commitment to "Getting more people skilled-up and into work especially under represented groups."⁵

² Disability under the Equality Act, 2010

³ Welfare Reform Act, 2012

⁴ Newham Sustainable Community Strategy 2010-2030

⁵ Health, Work and Wellbeing; Caring for our Future Strategy HMG, 2005

⁶ Council Economic Development Strategy, 2010

This employment strategy also sits within the context of the council's Economic Development Strategy, by focusing specifically on the issues and priorities for people with health and social care needs of working age and who want and are ready to work.⁶ Newham has focussed investment on employment in a number of ways, including the establishment of Workplace, a local employment support service that has consolidated existing support services and helped over 20,000 people into work since 2007.

Building resilience in Newham

The council has developed a strategy to enhance the resilience of its residents, focussing on transforming our community, and supporting residents to overcome poverty in a way which is sustainable for the long term. Supporting people into employment supports both personal and economic resilience.

To support delivery of the Resilience Strategy, the council has set out a Resilience Performance Framework.⁷ This Employment Strategy directly supports four of the strands from this framework as demonstrated below:

- **Local people in work / A strong economy**
The actions from this strategy will support local people to gain and sustain employment.
- **People achieving their potential**
This strategy will help more people achieve their employment potential.
- **Young people get the best start in life**
A key objective of this strategy is to support young people around the transition from youth to adulthood, in particular providing education and support.
- **The Council is efficient**
This strategy is focussed on ensuring that the Council is operating in the most efficient way for the benefit of its customers.

⁷ Council Resilience Performance Framework LBN, 2013

3. The need – Demographics

Targeted demographic data illustrates the specific issues that Newham faces when seeking to address unemployment amongst people with health and care needs. A comparison of the rates of employment among those with learning disabilities or a mental health issue in Newham, London and the rest of the UK highlights the need for urgent action in the local area.

Background

- The total population of Newham is estimated to grow from 308,000 in 2011 to almost 350,000 by 2021, the second biggest population increase in London.⁸ There is expected to be a proportionate increase in the number of people with health and care needs.
- Newham has an unusually young age profile. In comparison to the average age profile for England it has a larger than average proportion of people aged under 10 years and aged 20 to 39 years, with a smaller than average proportion aged 40 and above. In 2011, 6.7% of Newham's population was estimated to be aged 65 and above compared to 16.5% nationally.⁹
- Newham has the most ethnically diverse community in England and Wales (72% of the population are from black, Asian and minority ethnic groups) with over 100 languages spoken.¹⁰
- As of 2012, the Newham working age population was 221,200 (or 70.4% of the total population).¹¹ Of these, 1,749 individuals are currently known to Adult Social Care as experiencing an assessed health and social care need.¹² Local data suggests that of the working age population, nearly 20% of females and 16% of males in Newham are disabled compared to 18.57% of females and 12.90% of males in London.¹³

Income distribution

Newham is a uniformly poor borough with no significant affluent parts. It is the second most deprived borough in the country, with 30% of its wards in the national 10% most deprived. Overall 27% of its households have an income of less than £15,000 and only 6% of its households have an income of over £60,000 compared to the London average of 15% and 15% respectively.¹⁴

Employment rate and benefits

Data from 2012/13 suggests that Newham has the highest overall unemployment rate in London, (see table 1).

Table 1: Rate of employment/self-employment and unemployment in Newham and London 2012-13.15

Area	Employment rate (%)	Self employment rate (%)	Rate of unemployment %
Newham	60.5	7.9	12.6
London (aggregate)	69.5	11.6	9.0

⁸ GLA Round Population Projections, 2011

⁹ National Population Projections, ONS, 2011

¹⁰ GLA Round Population Projections, 2011

¹¹ NOMISweb Newham report, 2012.

Nomisweb provides the detailed and up-to-date labour market

statistics on behalf of the Office for National Statistics

¹² Council internal reporting

As of April 2014 there are 1,749 people with health and social care needs of traditional working age (classified as 18 to 65) and who are in receipt of social care support in Newham. Individuals have a wide range of primary needs, which are monitored to ensure that appropriate support can be made available.¹⁶

Through the Adult Social Care Outcome Framework (ASCOF), the Council must measure the proportion of adults with learning disabilities and secondary mental health services in paid employment.

- Figures show that the number of adults with learning disabilities in Newham in paid employment in 2013/14 was 1.9%, lower than both the London (9.4%) and the national average (7.2%).
- For adults in contact with secondary mental health services for the same period the figure was 5.9% which is also lower than both London (6.1%) and the national (7.7%) average.

Action is needed to improve these employment rates. It is the intention of Newham Council to be at least on a par with the London average rate in both of these categories.

The employment rate for all people of working age with an assessed health or social care need in Newham is estimated to be in the region of 2%. The council also intends to increase this rate significantly over the next three years.



¹³ Council Joint Strategic Needs Assessment 2010-11

¹⁴ London Poverty Profile, Trust for London and New Policy Institute 2011
¹⁵ NOMISweb Newham report, 2012

¹⁶ The three dominant reported primary needs are: learning impairment (35%), physical impairment (38%), mental health (24%)

Specific health and care needs

The council has a series of established teams to support people with a range of health and care needs. Some of these teams have already established an approach to support improved employment rates in their area.

Mental health

The council is currently refreshing its 2010 Mental Health needs assessment. Early findings suggest that Newham does not have markedly higher rates of serious mental health disorders compared to London or national averages, but does appear to have a significantly higher number of people reporting depression, according to the 2011/12 Office for National Statistics (ONS) questionnaire.



Specialist mental health employment support currently exists in both primary and secondary care settings in Newham, and these teams have a current target of helping a total of 136 people into employment in 2014/15, including 30 individuals via the secondary care pathway, for which Newham Adult Social Care has responsibility.¹⁷

Furthermore, there are more plans to improve this offer. A recent council report highlighted areas for improvement in joint working and referral pathways to create more successful outcomes. Following publication of the report, the council has led a partnership approach to reconfigure existing resources into one, consolidated team attached to the council's Workplace service. Aligning support with Workplace will ensure that patients/customers engaging with the mental health employment team will have access to the best possible opportunities for securing employment and training.

The new service will begin with a six-month pilot commencing in summer 2014. Performance will be reviewed following the pilot and the new model adjusted and developed further in the light of findings. Performance is expected to improve as the new model becomes established and targets will be reviewed for 2015/16.

Learning disabilities

A number of services aimed at supporting customers with a learning disability into employment already exists in Newham, including an in-house team at McGrath Road. From September 2014, an additional direct support team will be provided within the Workplace service. This team of five will be focussed on supporting all people with a health and social care need into employment, but a significant proportion of Newham's customers of working age have a learning disability.

¹⁷ Temporary employment, as well as work placements or apprenticeship may contribute to the target.

Substance misuse

The council's Substance Misuse Strategy was published in 2012, with a focus on supporting resilience and helping people into employment. It states that there are 2,000 opiate and crack users in Newham and around 8.5% (18,000) of the population are higher risk drinkers. In Newham, there are currently around 1,000 people in treatment for drugs or alcohol misuse. For individuals with a substance misuse issue, the council's substance misuse service workers provide personal support for a range of areas, including supporting them into education, volunteering and employment.

Carers

Research by Carers UK shows that the working ability of carers is severely affected by the act of giving care, and should be given regard by local authorities.¹⁸ The research suggested that 45% of carers had given up work because of their caring role and 42% had reduced their working hours.¹⁹

The 2011 Census suggests there are c.24,600 reported carers in Newham. In Newham, the proportion of carers aged 16 and over in full-time employment is 32.0%, lower than the 36.3% of non-carers aged 16 and over. Under the recently approved Care Act (2014), carers will have equal rights to care and support to those that they care for, and Newham's actions in the area of employment support will take this into account. The new employment support teams at Workplace will offer their support to carers as well as those with health or care needs, and carers will have their own individual budgets with which to purchase additional employment support if needed.

Future trends

- The population of Newham is expected to increase over the next ten years, and whilst number of adults with social care needs is expected to increase in line with the national demographics, the proportion of those of employment age may fall due to general 'ageing population'.
- The council has an important role to play to create an environment that addresses the issues faced by all people with social care needs and carers to lead an independent life including access to employment opportunities, in order to achieve better outcomes for its residents.
- Over the coming years, a number of young people that are known to Newham with Special Educational Needs will transition from Children to Adult Social Care Services. Most of these young people have complex disabilities such as autism, learning disabilities or challenging behaviour. For the first year of this strategy, the number of young people due to transition is 34.

Further information on demographics and trends in demand for health and social care can be found in Newham's Market Position Statement on Adult Social Care.²⁰

¹⁸ Carers UK, Prepared to Care? 2013

¹⁹ Carers UK, The State of Caring, 2013

²⁰ Council Adult Social Care Market Position Statement, 2013.

4. The current market – strengths and weaknesses of employment support provision available in Newham

There is a large range of providers currently operating in the employment support market in Newham. The providers have been analysed for the purposes of this strategy, and as a reference point for customers and the market in general. This can be found at Appendix 4.

In order to assess what actions Newham should take to improve provision it is vital to understand the customer views on the strengths and weaknesses of the market. The following evidence was taken into account in formulating this strategy.

Consultation - views of customers

As part of Newham's Right to Control Programme, a task group of 26 individual disabled people, carers and parents was created to look at employment issues impacting on people with social care needs in Newham. The headline feedback from this engagement, and from those working within the system suggests that the current employment systems in Newham are highly complex with different goals and incentives existing for different providers. Furthermore, the current changes in the benefits system mean that the context is difficult to keep up with.

In November 2013, the council embarked on a public consultation with customers and other stakeholders on a draft employment strategy. Six consultation events were held; three with Newham residents, people with health and social care needs, their families and carers; three with co-production groups including: Living Group (Newham People First and Power House), the Autism Awareness and Support Group and the Skills Development and Supported Employment Group.

The consultation was widely promoted across different platforms including the council's website and magazine. Consultation flyers were distributed to all local libraries, GP surgeries, schools and colleges as well as local supermarkets.

During the consultation events, over 200 people were directly engaged and their views and recommendations gathered. In addition, people were able to feedback via questionnaires and other existing groups. We also gathered views from a wide range of stakeholders (Appendix 1).

The consultation feedback and headline recommendations identified that there were some good local employment support services for people with health and social care needs in Newham. However, it also made clear that people with health and social care needs want support to access more readily available mainstream services which will meet their employment needs, and that there a number of limitations in current provision which result in barriers to employment.

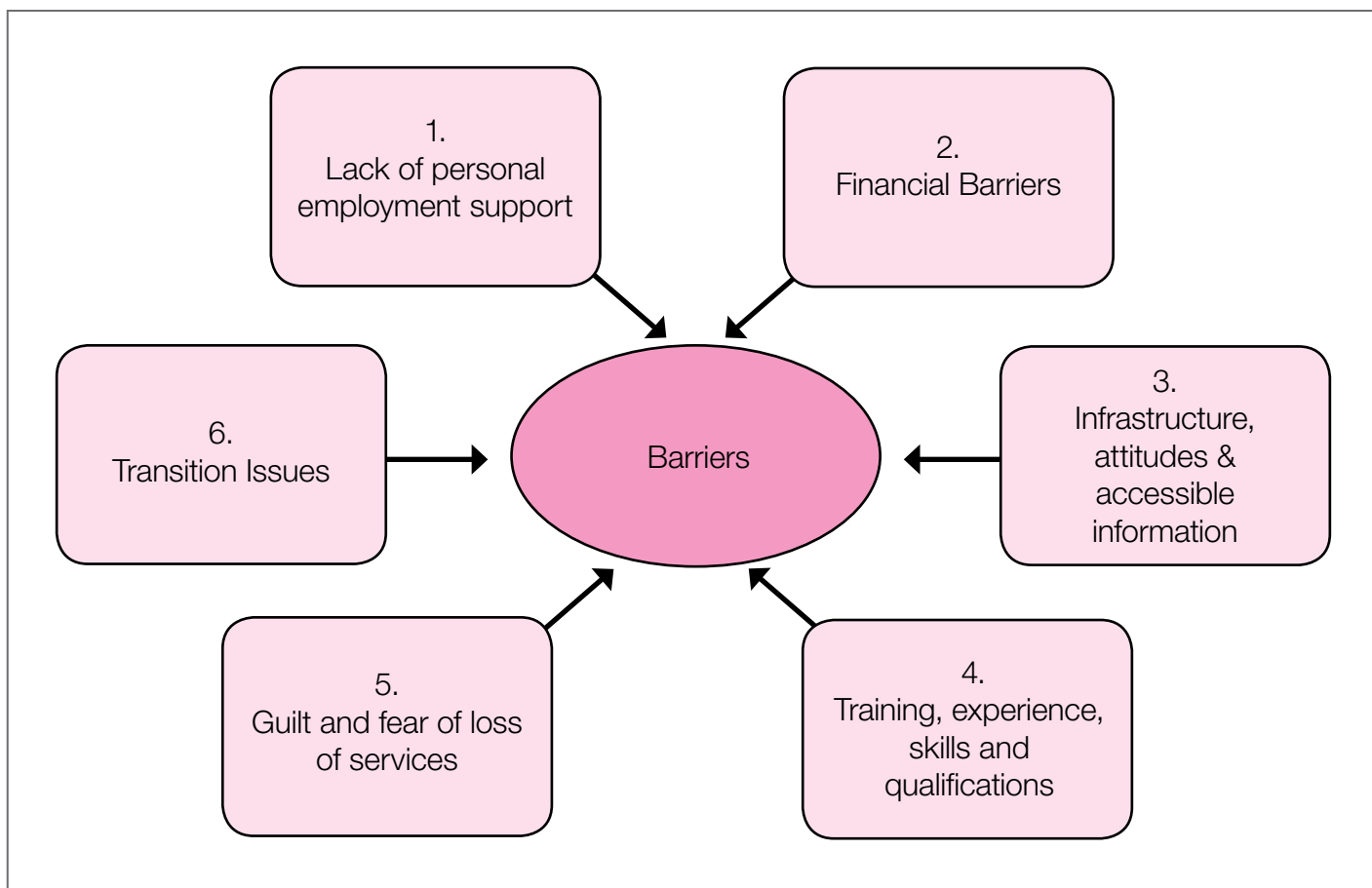
Customers and stakeholders views on barriers to employment

A wide range of feedback was received during the consultation. In particular, it was suggested that people with social care needs face a combination of challenges that present a range of barriers to paid employment across a range of disability types.²¹ While many people with social care needs experience similar barriers to employment irrespective of their particular disability, some barriers are more closely felt by particular groups of people than others.

The diagram below summarises six themed barriers and recommendations from the consultation, and incorporates feedback from the Right to Control task group. A brief description of feedback received within each of the six themes follows below.

1. Lack of personal employment support

- Many people felt that there was a lack of personal, tailored support available from both employers and support services in supporting people with health and care needs into getting and retaining employment.
- Many mainstream employment support organisations such as Job Centre Plus do not provide opportunities for people with higher needs.
- Respondents highlighted the job application process as being particularly difficult to navigate – documents such as job application forms are not always available in accessible formats, which can prevent some people from applying.



²¹ Views were received from people experiencing the following types of disabilities: Learning disabilities, mental health, physical, long-term illness, sensory and hearing impairment, substance misuse. It also captures the views of carers.

“A lack of support from services such as the Job Centre leads to people being classified as ‘Not job ready’ even when this isn’t true.”

2. Financial barriers

It was reported by some respondents that many people were unwilling to seek or take up work as there is a fear that they will be financially worse off if they come off benefits. Moreover, the current economic climate makes finding a stable job harder, particularly for those with care and support needs.

3. Infrastructure, attitudes and accessible information

- Many stakeholders reported that there was still a lot of discrimination and stigma towards people with health and social care needs in the employment market. In particular, people noted that recruitment processes themselves can be discriminatory and stigmatising, particularly where individuals have a mental health issue.
- Transport issues and inaccessible buildings can be a significant barrier to people with health and social care needs accessing work.

4. Training, experience, skills and qualifications

- Most respondents highlighted the need for additional training and skills support to help individuals gain and retain employment. The following support areas were advocated: work placements, apprenticeships, advocacy, peer/buddy support, case studies, job coaching, further education opportunities.

“Training and further education is usually focused on qualifications which people with health and care needs are unlikely to pursue.”

5. A sense of guilt and fear of loss of services

- Some people and their families fear the loss of their services or benefits if they enter into employment.
- A significant barrier for carers is the feeling of guilt about leaving caring responsibilities to go to work

6. Transition issues

- Consultation feedback suggested that there is a feeling of inadequate support for young people and their families to understand and realise their aspirations, as well as uncertainty about the rights of children in transition.
- Specifically, it was stated that there is a lack of support planning or person-centred-planning to help young people think about work before they leave school, and many disabled young people do not get the opportunity for quality work experience.

“There is a lack of expectation or aspiration about young disabled people by society and the individual.”

Many of the barriers detailed by the stakeholders are issues known to the council, and there is a range of ongoing improvements aimed at supporting people to overcome them. However, the consultation feedback has provided vital information to inform future plans, which are detailed in chapter six. Newham Council will monitor customer feedback on an ongoing basis as this strategy is implemented.



5. Evidence base – what works

In addition to listening to the views of our customers and stakeholders to shape and improve our employment services, it is vital that the council takes account of key evidence about what actions and approaches have been successful. This section sets out a summary account of successful examples of local and national best practice that the council will build on over the next three years.

In summary, the evidence base suggests that personalised, tailored support is likely to lead to the best outcomes for individuals. However, the evidence also suggests it is vital for local authorities to take account of local needs when shaping services, in order to maximise the use of available resources and to ensure they are tailored to specific local needs.

Workplace

Established in 2007, Workplace is the council's one-stop shop providing training and employment assistance to Newham residents. It brings together Jobcentre Plus (JCP), the council and other key organisations to provide a comprehensive range of personalised, integrated services to both job seekers and employers, including one-to-one employment support. This includes support for local unemployed and under-employed people, access to training provision and business support services. The model has been a clear success, demonstrated by the fact that Workplace has helped over 20,000 people into work. Future employment services undertaken by the council will build on the personalised and pivotal nature of the service.

Right to Control

From 2010-2013, Newham Council was one of seven local authorities who took part in the national pilot of the Right to Control (RtC) for disabled people. The aims of the RtC were to give disabled people more control over their care, housing related support and employment support, making it easier for individuals to join up their support. The council focused in particular on developing access to employment services and ensuring that this was part of all customer's service offer by the end of the pilot programme in December 2013.

Key achievements

- RtC made employment support more accessible and available to people with health and social care needs.
- Over its life time in Newham, the programme supported 24 people into paid or self-employment. The programme also supported six people to remain in paid employment via Access to Work funding, and five people benefited from work experience.
- RtC provided an opportunity to increase understanding between organisations about employment challenges and opportunities for people with health and social care needs through joint working.

Bright Futures

This council programme was established several years ago to help overcome barriers posed by traditional recruitment processes. After identifying which aspects recruitment processes were particular barriers, Newham Council agreed to modify its recruitment procedure by replacing a formal interview with a working interview over a two week period. This programme has proved successful in previous years, with fourteen people with learning disabilities successfully obtained jobs in one year.

Use of direct support for people with care needs in Newham

Recent pilots undertaken by the council demonstrated a method by which the Newham rates of employment could be improved. Employment information was captured for people of working age who had a social care assessment or a review during the period April-October 2013. During this period, the majority were referred through to a specific Disabled Employment Advisor (DEA) who supported them to maximise their access to mainstream prime employment support services. The results are encouraging. An overall 5.4% of these referrals have secured employment – far higher than the estimated current employment rate.

Newham Micro-Enterprise Project

Launched In June 2013, the Newham Micro-Enterprise Project aim is to support the development and growth of support services within the health and social care market in Newham. It also supports older and disabled people or carers to establish their own micro-enterprises. The enterprise support service will maximise self-employment and entrepreneurial opportunities particularly for Newham's disabled population. To date, over 45 people have been assisted with a programme of support and one-to-one advice, and 8 individuals have been supported with grants to establish their own micro-enterprise. This pilot will continue into 2015.

British Association of Supported Employment and Customised Employment (BASE)

As the national association representing agencies involved in securing employment for people with disabilities, the BASE gathers together best practice in the field. As a result it is vital to consider its recommendations when redesigning the local offer for people with health or care needs.

To support disabled people, BASE recommends a model of customised 'Supported Employment', including the following elements:

- Specialised personalised support for the individual to help them through the process with a detailed and holistic understanding of each customer's circumstances, strengths and aspirations. BASE particularly recommends the use of one-to-one support to help people into work, as well as support to learn jobs in situ via a job coach/employment adviser.
- An in-depth knowledge of job vacancies, and where additional training might be appropriate.
- Employer engagement and support, particularly at a local level.
- Additional support focussed on young adults as they transition from education to the work market.

BASE particularly highlight the benefit that people with mental health and learning disabilities can receive as a result of the support employment approach, particularly the person-centred planning element.²²

Economic business case

The National Development Team for inclusion (NDTi) recently completed a research paper for the National Institute of Health Research assessing the cost effectiveness of 'supported employment'.²³ The report corroborated evidence that says models of Supported Employment and Individual Placement and Support

²² British association of supported employment and customised employment (BASE)

²³ The Cost Effectiveness of Employment Support for People with Disabilities, NDTi, March 2014 1

are the most effective solutions to supporting people with needs into paid jobs, and that there is more economic evidence in support of these approaches than for others.

The report stressed that the wide range of models available meant that there was variability in the cost-effectiveness of different models of 'supported employment'. It recommended that when shaping services, commissioners should focus on achieving the best value for money possible, particularly when monitoring the service to ensure continuous improvement.

6. Where we want to be - what we want to achieve

The vision of Newham and its partners is to greatly improve the employment opportunities for all of our customers with health and social care needs, and to increase the rate of these customers in employment. This strategy sets out how we are moving resources to approaches where evidence suggest we expect a stronger degree of impact.

To underline our dedication to this vision, we will set specific targets over the next three years (2014-2017) to increase the number of people with health and social care needs that are supported in getting into paid or self employment. We will also set targets for those retaining their employment following further consultation with our employment support provider organisations, which is set out in our Action Plan. The targets that we aim to achieve in subsequent years will be determined in light of the experience and performance of 2014/2015. As a minimum, by 2017 Newham Council is aiming to reach the London average rate of employment for those with a learning disability or a mental health need.

Table 2 - Newham projected employment targets for April 2014 – March 2015

Service	Number of people supported into paid or self-employment 2014/15	Expected annual target from 15/16 onwards
New specialist supported employment team at Workplace (to be established for the second half of 2014/15)	16	31*
Skills development an in-house service at McGrath Road – specifically learning disability focussed	5	5*
Secondary Mental Health specialist team targets (to be based at Workplace)	39	>39*
Other providers – including Substance Misuse and Housing Related Support services	Undefined	tbc
Total	60	>75*

*Final figures to be confirmed

If the targets are achieved, the overall employment rate for people of working age who have a care or support need and receive support from the council would rise significantly. Based on current figures, and applied proportionally, by the end of 2014/15 the employment rate would rise from 1.9% to 4% for working age clients with a learning disability, and from 5.9% to 15% for those in contact with secondary mental health services. However, this does not allow for people coming out of employment, which will be monitored.

Key objectives and actions to be taken

The key objectives that support our vision were developed from what people of Newham have told us through consultation and feedback gained from all stakeholders as well as professionals. To further inform the strategy, we have also drawn on the national and local policy guidance and evidence from good practice and effective employment approaches for people with health and social care needs. This strategy proposes the following strategic objectives for 2014– 2017:

- Objective 1** - Ensure people have direct support to gain and sustain employment.
- Objective 2** - Ensure confident and motivated job seekers.
- Objective 3** - Employers are confident to employ people with health and social care needs.
- Objective 4** - Ensure that young people have the support they need to access training, vocational support and employment directly from school/college.

The priority actions for 2014/2015

These objectives will form the basis of our full action plan for implementation of the strategy to 2017. An initial action plan has been published alongside this strategy, and details the responsible organisation or officer for each action, milestones and timeframe for delivery. The headline actions for 2014/15 are also set out below.

Objective 1: Ensure people have direct support to gain and sustain employment

It is the intention of the council to commission the most effective employment services to provide direct support to people with health and social care needs to enable them gain and retain paid or self-employment.

Headline actions in 2014/2015

- New support service: In 2014/15, Newham Council will launch two specialist employment support teams at Workplace. One will be a specialist service aimed at mental health, and the other team will support all people with other care and support needs – including those with learning disabilities – as well as carers.
- This step will maximise the support offered to people with needs and their carers to ensure coordinated access to local employers, increasing the number and rate of people gaining and retaining paid employment. It will provide targeted support to maximise customer access to employment pathways, value for money and achieve employment outcomes. The council will ensure

that the new specialist employment team has staff with the right training and skills required for those responsible for delivering customised employment support, as recommended by BASE.

Objective 2: Supporting customers to become confident and motivated job seekers

One of the key barriers highlighted in the consultation was a lack of awareness among service users of the organisations providing employment support and advice and a lack of understanding between the organisations of the roles each played and what they could offer. To create confident job-seekers, it is vital to:

- offer people correct, timely and tailored information to pro-actively consider employment and plan their careers
- ensure people with health and social care needs and carers can access support by a relevant agency to gain meaningful employment.

Recent progress

- Improvement of information - The relevant pages on the council's Adult Social Care website have been updated with information and advice on employment support, finding jobs, volunteering, work experience opportunities and apprenticeships. This information is available to all, and can be accessed at the following address: <http://adultsocialcare.newham.gov.uk/Pages/home-page.aspx>
- Newham Micro-Enterprise Project - See chapter 5.

Headline actions in 2014/2015

- Embed Council's care pathway and support planning so that people with health and social care needs are guided and supported to access training and employment – including self-employment – appropriate to each person's individual needs.
- Ensure people with health and social care needs, their families and carers are provided with robust, timely and appropriate advice and information to enable them to gain employment, as a result of the new specialist teams, and an updated council webpage.
- Ensure awareness of the Mayor's welfare pledge that no-one will be worse off by virtue of working if they secure a job through Workplace. This will be achieved by including welfare advice within the pathway practiced by our new specialist employment team.
- Conduct 'travel to work' risk assessments and support eligible individuals to travel to work independently.

Objective 3: Employers are confident to employ people with health and social care needs

Newham Council will work with all stakeholders – in particular local employers – to encourage them to be positive about the skills that people with health and social care needs bring to the business and to remove or reduce barriers to recruiting and retaining people with health and social care needs employees.

Recent progress

- Employers Forum – The Council and Newham CCG have worked together to set up an employers' forum to reflect the proposed new Government employer portal which the Government plans to use as the forum for raising employers' awareness on disabilities issues.

Headline actions for 2014/2015

- Provide education and support to employers, as agreed with individuals looking for work, which may include training, negotiating adjustments and on-going contact with the employer to ensure job retention.
- Proactively seek out and engage with employers in Newham to enable them to employ people with health and social care needs and sustain their employment.
- Schedule a programme of workshops for local employers to raise awareness about the support available to employers and the benefits of employing people with health and social care needs.
- Further raise employers' awareness of current Government initiatives such as Access to Work.

Objective 4: Young people have the aspirations to obtain employment and are given the support they need to access training, vocational support and work experience directly from school/ college

Recent progress

- **Young People and Support Planning project** - This council sponsored pilot aimed to get young customers more involved in developing their own creative and better tailored support plans. Usually this planning is done by a social worker or an external organisation, but customers often find it easier to talk to someone like them, who is more familiar with their concerns and ambitions. Six young peer planners have been trained over the six month pilot, and have gained skills which may help them into work.

Headline priority actions in 2014/2015

- To ensure robust and effective personalised transition planning is in place to encourage and support young people to move from education into employment.
- To ensure employment features strongly in information provided to young people and families when they are planning their post-school future.
- Provide more opportunities for work experience to school and college students.
- Support young people with special education needs to understand and realise their aspirations and ensure right support is in place for them.
- Expand the peer support model as part of the overall council support planning model.

The action plan published alongside this document sets out how we will work in partnership with our stakeholders to ensure the successful implementation of this strategy.

7. Next steps, implementation and monitoring

This strategy is concerned with tackling barriers and difficulties faced by people with health and social care needs and those that have become carers for their family members and or relatives. Our ambition is to maximise the number of people with health and social care needs who secure and retain paid employment.

Newham Council has set out strategic aims to help individuals to overcome these barriers, as well as our planned initial actions to achieve those aims. Specifically, we will align two council employment support services within Workforce, our established centre of centralised best practice. Workplace is an established institution which has a proven track record of supporting Newham residents into employment by consolidating national and local resources

into one place. Basing the two support services here will ensure that people with health and social care needs who want to work are supported in line with national best practice to gain and sustain employment, in a way which offers best value to Newham's customers.

The action plan published alongside this strategy sets out how we will work towards achieving the aims of improving the rates of employment amongst adult social care customers in the borough. Progress on the implementation will be monitored by the Employment Task Group. The Employment Task Group will report on progress to the Co-production Forum who will also feedback directly to the Council Health and Wellbeing Board, ensuring involvement of a wide range of stakeholders.

To ensure delivery at an operational level the council has set specific, measurable, and realistic local targets for employment. On an ongoing basis, the council will ensure plans are in place to monitor and report on the implementation of the actions detailed in the action plan, including negotiations with partner organisations.

We will collect data on the proportion of adults with learning disabilities and in contact with secondary health services in paid employment as part of their reporting towards the national Adult Social Care Outcome Framework. This will be used as a key measure of overall progress in delivery of the ultimate aim of this strategy.

We will be reviewing this strategy and its implementation on a regular basis. We welcome further feedback on our approach and actions. For further information, please contact

commissioning.assistant@newham.gov.uk



Appendix 1 - Glossary

Carer	A carer is someone who spends a significant proportion of their life providing unpaid support to family or friends. This could be supporting a relative, partner or friend who is frail, ill or disabled or someone who has mental health or substance misuse issues.
Disability Employment Advisor (DEA)	Specialist employment advisors who undertake an employment assessment to find out what kind of work would suit the individual's skills and abilities. DEAs are able to make referrals to national schemes such as the Work Programme, and also have knowledge of the local job market and training schemes so can provide targeted support to individuals.
Disabled People	The Equalities Act defines a disabled person as someone who has a physical or mental impairment which has a substantial or long-term adverse effect on their ability to carry out normal day to day activities According to recent data, there are 6.5% people of working age who could be considered disabled under the Equality Act. ²⁴
Employment	For the purpose of this strategy paid employment means having a paid role within an open, competitive employment market, for a significant number of hours of employment.
Individual Budget /Personal Budget	Following an assessment, the level of care that the individual requires is decided upon, and a corresponding cash value calculated. This is the Individual /Personal Budget. Individual Budgets are designed to bring about independence and choice for people receiving care or support. It gives them a full understanding of the finance that is available, in order to empower them to take control and make decisions about the care that they receive.
Mental well-being	A state whereby individuals recognise their abilities, are able to cope with normal stresses of life, work productively and fruitfully and make a contribution to their communities.
Specialist Disability Employment Programme	Describes employment programmes and support designed to help people with significant disability-related barriers to work. Access to Work, Residential Training Colleges and Work Choice are specialist disability employment programmes funded by the Department for Work and Pensions.
Support Plan	A support plan outlines how a customer will spend money given to them by the Council to meet their needs, and should include plans or ambitions for employment.

²⁴ Labour Force Survey, ONS, Quarter 2, 2013

Appendix 2 - National publications considered as part of this strategy

Disability confident campaign (2013)

Encourages employers to be positive about the skills that disabled people have and remove barriers to recruiting and retaining disabled employees. The Government will support business-led commitments to hire more disabled people, and raise employers' awareness current Government initiatives such as Access to Work.²⁵

Disability and health employment strategy: The discussion so far (2013)

The strategy details the Government's ambition to get more disabled people and those with health conditions into work through the 'Supported Employment' model, so that UK can hit an EU target of 75% of all people of working age in employment by 2020 (The current rate is 71%). The delivery plan for this strategy will be published in 2014 and Council will take account of any associated changes.²⁶

Fulfilling potential: making it happen (2013)

A detailed action plan for the Government to work with disabled people and their organisations to bring about the social changes needed to have a real and lasting effect on the day-to-day lives of disabled people. Fulfilling Potential aims to make the expectations of the UN Convention on the Rights of Disabled People a living reality for disabled people, including the right to work.

Vision for adult social care (2010)

In this paper, employment was identified as a key part of the social care agenda and as a key role for local authorities. The paper advocated access to employment support, and improving partnership working between social care, housing, employment and other sectors.

Other publications considered

- Welfare to Work (2011)
- Getting in, Staying in and Getting on (2011)
- No Health without Mental Health (2011)
- Public health White Paper, Healthy Lives, healthy people (2010) This paper acknowledges that being in work leads to better physical and mental health.
- Valuing Employment Now (2009)

²⁵ The Disability Confident campaign (HMG, 2014)

²⁶ Disability and health employment strategy: The discussion so far, HMG, 2013

Appendix 3 - List of parties engaged for the strategy

- ASK Group
- Council Adults Management Team
- Newham Adult Social Care Departmental Management Team
- Learning Disabilities providers' forum
- Access to Jobs Partnership Group
- Autism Steering Group and Welfare to work forum
- Strategic Reference Group
- East London NHS Foundation Trust
- Parents for Inclusion
- Health and adult social care staff
- Newham Employment Task Group
- Newham Co-production Forum (Adults social care)
- Newham People First
- Power House
- Newham Welfare to Work Forum
- The Forum for Health and Wellbeing
- Access to Jobs Partnership
- Newham Job Centre Plus
- NewCo.
- Ellingham
- Newham Clinical Commissioning Group (CCG)
- Mind in Tower Hamlets and Newham
- The Shaw Trust
- Newham College
- JF Kennedy School
- Workplace
- Newham Sixth Form College



Appendix 4 - Analysis of the current employment market in Newham

Provider and type of need targeted	Type of employment support provided
Workplace All people	Workplace is discussed in full on page 14
Council in-house ASC Supported Employment Service LD & autism	This service provides support to adults with learning disabilities and adults with autism to gain and retain paid employment. Support includes: <ul style="list-style-type: none"> • vocational profiling • CV preparation • support during the recruitment & selection process • job coaching • on-going support while in employment or work placement
Council ASC Enterprise Service LD & autism	The Enterprise project provides people with learning disabilities with opportunities to gain experience that prepares them to pursue employment or to establish themselves as sole traders. Currently the service supports people trading through: <ul style="list-style-type: none"> • a café/ small catering firm • DJ and events production • recycling/up-cycling • a gardening business.
East London Foundation Trust & Council Adult Social care mental health employment specialists Mental Health	NHS / LA funded specialist employment staff deliver employment support service from CMHT settings to users of mental health services. In total, there are 4 whole time equivalent mental health employment specialists, located in the four CMHTs. This service is changing as discussed on p.9
Mental Health Matters Mental Health	Employment support for people accessing primary care IAPT services, sub-contract by ELFT to Mental Health Matters. A team consisting of four employment support staff including one manager based within IAPT services.
Mind in Tower Hamlets and Newham Mental Health	Advocacy service for Newham residents affected by mental ill-health, providing welfare benefits advice and support.
Ellingham Employment Service All people with needs	Ellingham is a registered charity which provides employment training and support for people with learning disabilities and autism. It also delivers a range of specialist employment support services under the Department for Work and Pensions (DWP) Work Choice programme for disabled people.

Provider and type of need targeted	Type of employment support provided
Working Links All	Provides a coherent range of specialist employment services under the DWP Work Choice programme which can respond more flexibly to the individual needs of disabled people
Newham Micro-Enterprise All people with needs	The Newham Micro-Enterprise Project has been set up within Adult Social Care in Newham. Its aim is to support the development and growth of support services within the health and social care market in Newham. It also supports older and disabled people to establish their own micro-enterprises. The micro-enterprise support service will maximise self-employment and entrepreneurial opportunities particularly for Newham disabled population.
Newco Products LD and autism	A social enterprise providing a supported work setting where 50% of the workers are paid employees with a range of impairments. Newco has factories making kitchen units, PVC windows and doors.
Newham Volunteering Programme Disabled people	Newham has one of the largest volunteering programmes in the country. The volunteering programme works across all sectors to encourage and support Newham residents to increase their skills and experience through this route to gain and retain paid employment.
Newham Job Centre Plus – NE London Disabilities Service Team All	Employment support available to disabled people through Disabilities Employment Advisers (DEA) providing: <ul style="list-style-type: none"> • employment assessment and vocational profiling • job search and interview skills • work based learning and work trials • advice to employers and disability symbol advice • one to one support.
Specialist substance misuse employment opportunities Substance Misuse	As part of Newham’s new integrated Community Drug and Alcohol Service there are opportunities for support with skill, ambition and employability development.
Shaw Trust Disabled People	A national charity which supports disabled and disadvantaged people to prepare for work, find jobs and live more independently. Shaw Trust run a social business called “Tuck by Truck” in Stratford, where Tuck boxes are delivered to customers in the East London area. Through “Tuck by Truck”, disabled and disadvantaged people: <ul style="list-style-type: none"> • obtain employment training and develop other skills. • build their confidence • access mainstream employment and other training and education

Provider and type of need targeted	Type of employment support provided
Apprenticeships Young disabled people	Newham HR run a Youth Employment Scheme (YES) providing a two year work experience placements for 16-18 across council departments. The scheme also provides places for young people with disabilities and those leaving local authority care.
Welfare to Work Forum All	Runs bi-monthly, bringing together all employment support organisations in the borough to discuss employment related issues and ways of improving delivery
Newham College of Further Education LD & autism	The College provides a central plank of current vocational training and regeneration programmes in the borough. It includes e-Learning and childcare provision as well as apprenticeship training and is also a major employer. The works with employers to deliver training as part of apprenticeship programmes as well as work based learning through it's 'train to gain' programme.
The University of East London All	A key educational asset for the borough. It has over 23,000 students and is located in the Royal Docks, playing a central role in key partnership priorities including regeneration and business development as well as education and workforce development.
Birkbeck College All	Provides a range of courses in Stratford, offering Newham students the opportunity to study locally for University of London qualifications. Parts of the London Metropolitan University City Campus are also located conveniently for Newham residents.
Newham City Farm All people with needs	Offers opportunities for training and work experience to all people with health and social care needs, including those who are not FACS eligible in the following areas: <ul style="list-style-type: none"> • Animal care, Horticulture, Administration, Catering.
Council Access to Jobs All	The Access to Jobs team works with local employers, recruitment and training organisations to ensure that Newham residents benefit from regeneration programmes.
Scope LD and physical disability	Scope runs 'First Impressions, First Experiences': a programme for young disabled people aged 16 to 24 years, supporting them to develop important employability skills, gain valuable work experience and build their confidence which could lead to life-changing career decisions. This is a 26 week programme between June 2013 to April 2015.

