

Project Final review

Funded by London Councils ESF Borough Co-financing Programme
2012-2015

Peter Bedford Housing Association

Working Futures

Target group(s):

- 3.1a Adults with long-term health conditions
- 3.1b People with mental health needs
- 3.2 People from ethnic groups with low labour market participant rates
- 3.3 Facing barriers to employment
- 3.4 People recovering from drug and alcohol misuse

Period covered by report: 01/04/2013 - 30/06/2015

Delivery start date: 1/4/2013

Evaluation undertaken by: Mobilise Public Ltd



mobilise

Project manager: Pamela Frost



Date signed off: 20.10.15

Mobilise supported PBHA Working Futures with this evaluation by undertaking interviews with partners, data analysis and the coordination and writing of this report.

Project Summary

The project, its objectives, outcomes, and key lessons learned

The Working Futures (2012-15) partnership delivered a holistic, tailored and flexible programme to support 488 adults with mental health problems towards employment in 12 North East London Boroughs. Funded by an initial grant of £376,040, from London Councils ESF Co-financing, (subsequently increased to £430,340) it drew on the full range of activities and interventions needed to engage and empower participants with mental health conditions including close 1:1 support, training, work placements, liaison with clinical teams and partnerships with employers. Funding was provided over 24 months and quarterly payments were made based on the results achieved.

The four partners, Peter Bedford Housing Association (project lead), East Potential (part of East Thames group), Hillside Clubhouse and Thames Reach brought a complementary mix of skills, knowledge and experience. The project's original aims were to enrol 488 participants; deliver 6 hours or more of 1:1 support to 307 participants; facilitate 153 work placements; support 100 participants into work and 50 into sustained employment, and progress 122 participants to further education or training. In March 2015 the partnership was awarded additional targets as a successfully performing project and the targets were re-profiled to include:

- 119 Gaining employment
- 163 Work placements
- 120 Gaining employment
- 61 Sustaining employment
- 132 progressions into training
- 347 Information ,Advice and Guidance (IAG) sessions

The original geographical breakdown of targets was Barking & Dagenham (14 participants receiving 6+ hours of 1:1 support also known as Information, Advice & Guidance IAG); Camden (8); Hackney (60); Haringey (61); Havering (5); Islington (16) Newham (45); Redbridge (9); Sutton (20); Tower Hamlets (50); Waltham Forest (9); Westminster (10).

The project was delivered by experienced paid staff with the skills and expertise to develop relationships and engage people with mental health problems. They worked with participants, employers and other stakeholders to help participants overcome multiple barriers to employment. Information, Advice & Guidance (IAG) provided the extra 1:1 support that people with mental health problems need. Action plans were created, using SMART targets, which reflected the wide range of clients' needs: work life balance, establishing routine, timekeeping, confidence building etc. The project provided internal training courses and workshops which improved job search and interview skills. Other training included a wide range of skills and entry level vocational courses including English as a Second Language (ESOL), Customer Services and Health and Social Care. Internal and external work placements and volunteer opportunities (including in PBHA's retail and catering enterprises) provided work experience and nurtured softer job ready skills that employers expect.

Background on the lead partner, core services and approach to delivering the projects tailored support

Peter Bedford Housing Association (PBHA), the project lead, has been successfully including people in society since 1969. A pioneer of supported housing originally working with ex-offenders, the organisation now works with a wide range of people who have faced long term exclusion. It is a

registered society under the Co-operative and Community Benefit Societies Act 2014 and a Registered Provider with the Homes and Communities Agency, its main regulator.

PBHA's combination of supported housing alongside innovative training, work experience and community activities inspires brighter futures for 500 vulnerable adults and young people each year including 235 tenants with support needs. The service provides a progression pathway from recovery through to the acquisition of new skills, training and employment. Homes meet a basic need for shelter and security for homeless people or those at risk of homelessness. Tenants with support needs have a support plan which helps them to maintain their tenancy and move on to more independent accommodation - ideally within two years.

Adult learning and employability services offer a menu of opportunities tailored to individual need, both for tenants and other people from local communities, including:

- Growing and cooking healthy food.
- Creative Industries - joinery, textiles, art, print making, product design, exhibitions
- Outpost shop and gallery (sells products made by service users in Creative Industries).
- Retail and hospitality training in enterprises - Outpost and cafes.
- Formal and informal entry level courses e.g. English, maths, online skills, food hygiene, and customer service.
- Employability support and coaching
- Volunteer and work placements across PBHA

PBHA's employment service was delivered at centres in Islington and Hackney and the refurbished Islington shop and community hub *Outpost* offered a flexible menu of services tailored to needs of individual employers and clients. This included Information, Advice and Guidance (IAG) from experienced Employment & Progression Officers; employability and training courses (including entry level qualifications and volunteering and work placements in enterprises (catering, retail, creative industries). Enterprises nurtured softer, job ready skills that employers expect such as good presentation and customer care and job stamina. Accredited and non-accredited courses included customer service, hospitality and catering, food hygiene, retail and ITC, basic online skills, business administration. PBHA was able to support employers by helping to explain requirements to employees e.g. proof of eligibility to work and obtaining enhanced DBS (CRB) checks.

PBHA works across North East London including the boroughs of Islington and Hackney where its supported housing and two centres of operation are based. It belongs to established networks such as Supporting People Panels in Hackney and Islington and the Rough Sleepers Pathway in Hackney and works with a wide range of partners. In addition to Supporting People contracts with Hackney and Islington boroughs and funding under London Councils ESF Co-financing other relevant grants, contracts and projects included:

- Hackney Learning Trust, call off contracts to deliver a wide range of learning courses as part of a three year framework agreement (2013-16).
- Plot to Plate (Big Lottery Fund Local Food scheme 2012-2014) which increased the local food content of PBHA's cafes from 5 to 50 percent whilst improving skills and promoting healthier life styles. Plot to Plate was runner up for a City of London/City Bridge Trust Growing Localities award in the Growing Food category in 2013.
- Lead partner for Change Together (Time to Change 2014-15) with Volunteer Centre Hackney, which supported volunteers with mental health problems to hold conversations with members of the public to tackle mental health stigma and discrimination.

A 2014 Social Return on Investment report on PBHA completed by Bristol University in partnership with Hackney Social Care Forum has given an SROI ratio of £4.06:£1. For every £1 invested in PBHA, there is a social return of £4.06.

Roles and responsibilities of delivery partners

The project was a partnership between Peter Bedford Housing Association (lead), East Potential (part of the East Thames Group), Hillside Club House and Thames Reach. East Thames Group (referred to throughout this report as East Potential) is a large housing association whose catchment area embraces Waltham Forest, Redbridge, Havering, Barking and Dagenham and Newham. Hillside Clubhouse, is a specialist mental health charity based in Islington and Thames Reach, a large housing association based in South London. Hillside Clubhouse had been the lead partner for the first phase of a smaller Working Futures project with PBHA as the junior partner under the previous London Councils ESF round.

Case Study

I'm delighted to have been promoted so early in my new career

The client was a PBHA tenant with support needs during his time on the project, having originally been referred to the organisation from a third stage Alcohol Recovery Project (ARP). He had lost his job and had to give up his flat to undergo a course of rehabilitation.

In 2013 the client was transferred from Employment Support Allowance (ESA) to Job Seekers Allowance (JSA). He expressed anxiety at the development but with his Supported Housing Worker looked at the positives and committed himself to using this change in benefits as a spur to take the next steps on his recovery journey. Overarching goals included increasing his self-esteem and staying sober.

He was supported through Working Futures to improve his employability and he undertook a work placement organising PBHA's photo-library and a volunteer role on reception. The client also completed the Time for Change coaching course and received help with developing his CV and job search skills from an Employment and Progression Worker. With experience and skills gained through Working Futures he was successful in applying for an office administrator position at a hotel chain in the first half of 2014. He also moved into an LB Hackney council flat as the final stage of his resettlement programme.

The client has continued attending one to one weekly counselling with ARP, not only maintaining his employment but gaining promotion to a supervisor role. In June 2015 he said, **"I'm enjoying the wide variety of customers I meet every day and the challenges of managing a large staff team. I'm delighted to have been promoted so early in my new career."**

PBHA began the project with 47% of the targets, East Potential (26.5%), Hillside Clubhouse (20%) and Thames Reach (6.5%).

During the course of the project the make-up of the partnership and allocation of targets changed. Hillside Clubhouse, who faced the challenge of working in a borough new to them, left the partnership in October 2014 and some of their remaining targets were re-distributed to the other partners with some changes to the borough breakdown.

The partners bring a complementary range of skills and experience to the project and their diverse reach has enabled the project to achieve coverage across 12 London boroughs.

In order to support unemployed people with mental health conditions across the 12 boroughs PBHA formed a range of partnerships with employers and other agencies. The partnerships included intermediaries such as Business in

the Community and East London Business Alliance, Jobcentre Plus, health services, council run brokerage and employment services, Registered Social Landlords and voluntary agencies.

Organisation	% of Original Project Target Responsible For	Team
Peter Bedford Housing Association (Lead Partner)	47%	Head of VCS (0.1fte) as overall project lead reporting to PBHA Senior Management team, Board and London Councils. The Senior Employment and Progression Officer (full time) who is the operational lead for Working Futures and the main contact for the partner organisations and reports to the Head of VCS. In addition there is 1.4 fte Employment and Progression Officers plus an administrator who is 0.25 fte.
East Potential (Part of East Thames Group)	26.5%	Project Manager (0.15 fte) who has overall responsibility in EP, reporting to the senior management team, overseeing the liaison with the lead partner. The Project Manager is supported and advised by EP's Employment and Inclusion Manager (0.02 fte) plus a full time Employment Project Worker and an Administrator (.02 fte).
Hillside Clubhouse	20%	Senior Project Manager (0.1fte) who has overall responsibility, reports to the Senior Management team and oversees liaison with the partners. There is also a full time Employment Support Worker and a Work Placement Support Officer.
Thames Reach	6.5%	Thames Reach has a Senior Practitioner (2hours per week) plus a support worker for 22.5 hours per week.

Summary of results, areas that worked well, areas for development

The project achieved or exceeded most of its targets against the original and final profiles. Most importantly it exceeded its employment start and sustained employment targets by 20% and 22% respectively against the original profile, with 120 employment starts and 61 sustained employment outcomes. These were also achieved against the final profile which included additional targets awarded to the project in March 2015 as indicated previously.

Output/result	Project Lifetime Totals				
	Original Profile	Final Profile	Actuals	% of original profile	% of final profile
Enrolled	488	533	476	98%	89%
Participants receiving 6+ hours of support (IAG, job search, mentoring and training)	307	347	346	113%	100%
	153	163	163	107%	100%

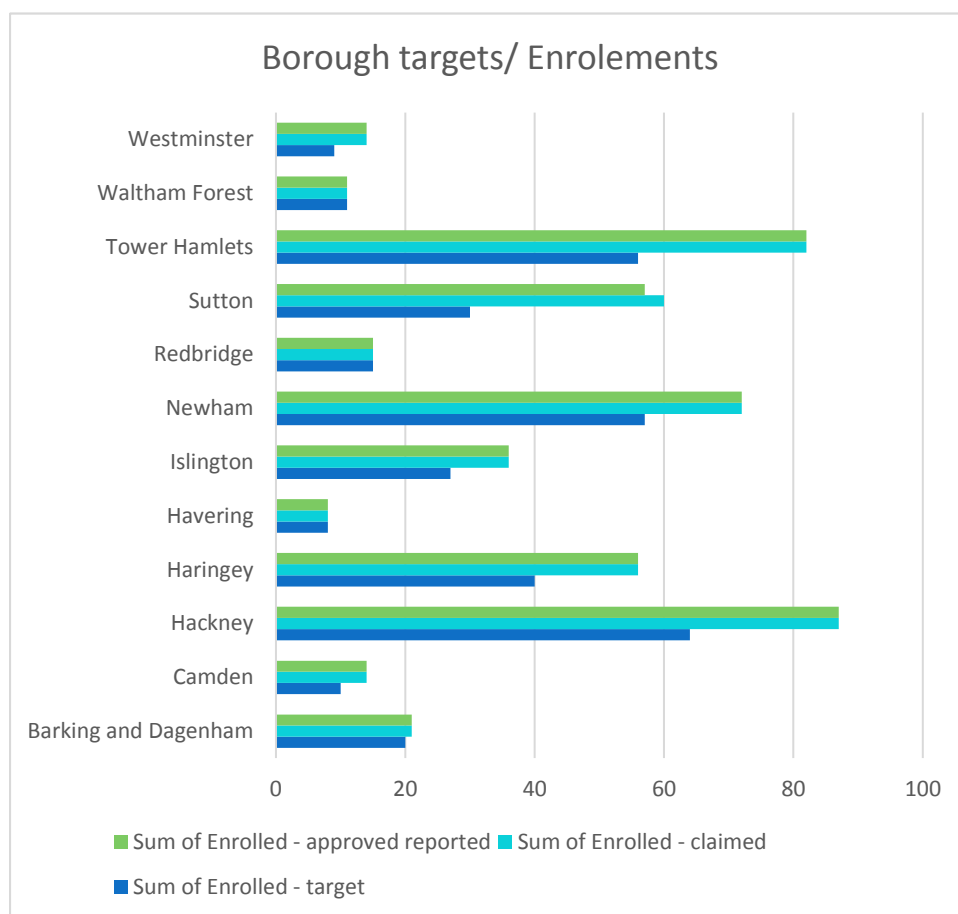
Participants undertaking a work / volunteering placement					
Participants (non JSA) undertaking a Skills for Life or ESOL qualification at Level 1 or 2)	0	0	0	N/A	N/A
Participants in employment within 13 weeks of leaving the Project	100	120	120	120%	100%
Participants into further job-search and training	122	130	121	99%	93%
Participants sustaining employment for 26 weeks	50	61	61	122%	100%

The project performed impressively against the funder's key performance indicators (KPI)'s. The project achieved a conversion rate of enrolments to positive outcomes of 85% against a programme target of 77%, also an indication of the project's effectiveness and added value. Participant satisfaction was high with most participants recording very positive or positive responses in satisfaction surveys.

In addition the project achieved the programme target ratio of 40:60 unemployed to economically inactive participants despite changes in practice early on in the project leading to more economically inactive people being moved on to Job Seekers Allowance (JSA) and more JSA clients being mandated to the Work Programme than originally anticipated by the programme. In some instances we were able to liaise with Jobcentre Plus advisors to delay JSA clients being mandated to the Work Programme until they had completed their time on the project. The project also achieved or exceeded most of its targets for other target groups.

The partnership proved itself robust enough to accommodate Hillside Clubhouse leaving the partnership in October 2014, although some re-profiling of borough targets was necessary.

The project achieved or exceeded most of its borough targets whether measured by enrolments or 1:1 support/IAG.



Borough	6+ hours of 1:1 support/IAG				
	Original Profile	Near Final Profile	Actuals	% of original profile	% of near final profile
Barking and Dagenham	14	20	20	143%	100%
Camden	8	10	10	125%	100%
Hackney	60	64	66	110%	103%
Haringey	61	40	39	64%	98%
Havering	5	8	8	160%	100%
Islington	16	27	25	156%	93%
Newham	45	57	57	127%	100%
Redbridge	9	15	15	167%	100%
Sutton	20	30	32	160%	107%
Tower Hamlets	50	56	54	108%	96%
Waltham Forest	9	11	11	122%	100%
Westminster	10	9	9	90%	100%

The project supported local Area Action Plans, borough, London and national strategies and employment opportunities generated by the Olympic legacy in Hackney Wick. By helping Londoners to acquire the skills to compete for and sustain London's jobs it supported the London Enterprise Panel *Job & Growth Plan* (2013). By improving recovery and outcomes for people with mental health problems the project helped to further the Department of Health's *No Health Without Mental Health* strategy especially shared objective ii) which includes achieving better employment rates.

Across Working Futures partners have received numerous positive comments from participants, referrers and external work and volunteer placement providers and employers. The mental health focus of Working Futures has been greatly valued by clients many of whom have been economically inactive for long periods and were unable to escape their situation. Clients report Working Futures as 'hugely beneficial' in supporting them to increase their skills and employability that has in turn improved their overall well-being.

The project was shortlisted for a National Housing Federation Community Impact Award in March 2014 under the Investors in People category. This was a worthy recognition of all the hard work that has gone into the Working Futures project. The partners regularly receive effusive thanks and appreciation from participants for the support and opportunities offered and this is reflected in Client Satisfaction Surveys.

Project evaluation

ESF Priorities and Background

The London Councils ESF Co-financing programme operated under ESF Priority 1.1, improving the employability and skills of unemployed and economically inactive people. London Councils was the only Co-Financing Organisation (CFO) with funding rounds that exclusively funded the voluntary and community sector reflecting findings that voluntary agencies are often the most effective at accessing people furthest from the labour market and supporting them into training and employment. The London Councils programme focussed primarily on people who are economically inactive (people who are not seeking work or are not available to start work immediately). All projects were expected to target their support at a minimum of 60 per cent of clients who are economically inactive. In addition it sought to target specific groups.

Working Futures was funded under Priority 1.1.1b for people with mental health needs, specifically people with mental health conditions that affect their ability to access employment. In addition funded projects needed to contribute to the delivery of cross cutting themes - equality and diversity and sustainable development, which were embedded in the national ESF programme and health, which was specific to London. Equality indicators were built into the contract for Working Futures with specific targets for numbers of men and women, older people, ethnic minorities, disabled people, people with ESOL needs, refugees, and people recovering from drug and alcohol misuse and lone parents.

The project filled a gap in specialist support services highlighted by innovative research undertaken by paid mental health service users as part of PBHA's User Focused Monitoring project. An audit of Islington Mental Health Service Users Experiences of Employment Support 2009 trained and employed mental health service user auditors. Their report cited many of the barriers described in this report and the lack of support. The Care Quality Commission's Community Mental Health Survey, 2012 reported 43 per cent of 3,380 respondents did not receive support to keep a job when

they needed it. The survey shows the problems are not confined to one borough, that they exist across London and are country wide. Local borough research such as LB Hackney's Hidden Unemployment: Incapacity Benefit in Hackney, 2010, to which PBHA contributed, highlighted the inability of many programmes to serve the needs of mental health service users.

The Working Futures project provided employment related skills training and advice to people experiencing mental health issues in twelve boroughs amongst the most deprived in London. Due to the number of unemployed or economically inactive people living with mental health needs, the project was able to work with people who had previously been unable to access provision with the close 1:1 support and range of interventions needed to help them into work. Many were experiencing low self-esteem, stigma and discrimination and had little or no work history. Many of the participants faced additional challenges through belonging to other target groups such as parents, ethnic minorities and those recovering from alcohol or drug addictions.

Cross-cutting themes

Equal Opportunities:

Participants, volunteers and staff reflect the make-up of local communities and all the partners have extensive experience of delivering targeted projects to BME communities. Working Futures drew on participants from local communities with high rates of unemployment. All the partners encountered large numbers of people with no ID documents at all, which underlines the degree of marginalisation experienced by clients served by the project.

Partners have Equality and Diversity policies that were fully implemented. All partners used their resources and facilities to embed and celebrate different cultural practises throughout the project. Prayer rooms were available for participants e.g. as part of Ramadan. The partners organised a range of cultural events (e.g. reflecting Black History month and Gay Pride) and participated in activities or organised events to mark World Mental Health Day.

Sustainable development:

The project has brought social and economic benefits to communities and participants by improving skills and supporting them into work. All the partners have a strong commitment to environmental sustainability and the lead partner publicised the offer from GLE to provide ESF funded projects with free Green Mark certification under the ESF Technical Assistance programme. During the year PBHA took up this offer and successfully achieved the Green Mark across all its sites. PBHA has a Healthy and Sustainable Food Policy which is implemented through its cafes thereby ensuring that when participants train or eat in the cafes they learn about local and sustainable food and can take these ideas into their communities. Partners encourage clients to make links between employment and the economic and social regeneration of their local communities.

Health

All partners draw links for clients between employment and improved mental and physical health and have active programmes to support recovery. For example, PBHA utilised motivational coaching sessions to explore with clients how to manage their mental health and worked with partners like The Food Chain, as part of the Plot to Plate project, so participants could learn about the impact of poor nutrition on both mental and physical health. Hillside Clubhouse is a specialist mental health charity and partners have links to specialist organisations such as Mind and have relationships with clinical teams and other providers to support people with mental health conditions.

Target Groups

The majority of people with long-term mental illness are unemployed and are the largest group who claim incapacity benefit. Those supported by the project include people with a long history of unemployment and a wide range of mental health conditions including anxiety, depression, bi-polar disorder and schizophrenia. Many have dual diagnosis (with alcohol and drug misuse issues) or other needs such as learning difficulties and disabilities (LDD).

Case Study

The client was referred to Thames Reach by JCP and was interested in improving her skills. She increased her motivation and confidence, so much so that she began to engage with various groups and sessions, increasing her social skills. Physically, she looked much more relaxed and able to take on new challenges. The client was determined to improve her life and accepted the advice and guidance given via Working Futures. This proved to be positive, as with the support, she completed a job application, attended an interview, and secured a paid role, pending usual checks. This is something the client would not have been able to do 4 months ago. The client's journey is an example of what Working Futures is designed to achieve.

Future Plans: The client is looking forward to her new role and facing new challenges.

Mental health service users face multiple barriers to employment: lack of self-confidence, low self-esteem and isolation, stigma, low expectation of clinicians, low skill levels and little or no work history (possibly due to illness). Fear of the consequences of coming off benefits is a major obstacle. Many have a background of homelessness and lack support networks of family and friends. People with mental health problems face additional obstacles because they also belong to other target groups such as lone parents.

People with severe or enduring mental health needs require close, tailored 1:1 support. Their change journey is rarely straightforward and providers must be flexible, persistent in following up and offer on-going support.

The project offered a holistic approach with a flexible menu of services tailored to individual needs. The partners' different mix of skills, knowledge and programmes strengthened the partnership and complemented each other. Barriers that the project helped participants with mental health problems to overcome include:

1. Lack of work experience:

Taster events; Placements; Support to access travel/clothing costs; Business mentoring; Referrals to volunteering.

2. Lack of knowledge about opportunities:

WW Job club; Training in Job search skills; Job brokerage and direct links to employers, Job Centre and vacancy info; One-to-one IAG; Signposting to specialist benefits/counselling/advice agencies.

3. Lack of confidence/self-esteem, poor attitude, personality:

Life-coaching; Personal development training including positive thinking, communication, presentation skills and career planning; Celebration of achievement (certificates, project awards).

4. Poor communication skills:

Training in self-awareness, communication and presentation skills, interview techniques (involving partner employers) and preparation of CVs and application forms.

5. Lack of awareness of workplace culture:

Placements; Business mentoring; Employer Q and A sessions; Training in Time Management and Business Etiquette.

6. Low levels of basic skills:

Diagnostic assessments, training and qualifications in literacy, numeracy and ESOL; Ongoing one-to-one basic skills support; Financial capability training.

7. Isolation:

The programme increases social contacts and offers a sense of community e.g. through access to other activities and social events. Clients encouraged to work together, especially in the partners' community enterprises and to continue the theme of peer support into the workplace.

8. Fear of losing benefits:

'Better off' assessments; liaison with Benefits Agencies; IAG on accessing employee voucher schemes and in-work benefits (Child Tax Credits and Working Families Tax Credits); individual assessment of impact Universal Credit and other changes to benefits system.

9. Stigma, low expectations:

Personal development courses and 1:1 support backed up by clinical interventions empower participants to overcome stigma and own or others (including other clinicians') low expectations. Partnership with and support for employers to challenge stigma.

10. Low levels of formal qualifications or relevant employment skills:

IAG; Training in communication, team building, work-planning, literacy, numeracy and presentation skills; ICT Training.

Participants in the project were drawn from the partners' existing tenants and service users and referrals made by a wide range of agencies including Jobcentre Plus, Registered Social Landlords (RSLs), Housing Associations, employers and voluntary sector and statutory agencies. For example, PBHA worked closely with Hackney and Islington's job brokerage and employment services. i.e. Ways into Work (Hackney) and the Business and Employment Support Team (BEST) in Islington. They were made aware of the services offered by PBHA and could refer clients to provide the in-depth support

which they are unable to provide directly. They also extended the number of job leads and training opportunities that PBHA could offer participants. The organisation was able to provide these brokerages with 'work ready' clients for both specific and general job opportunities.

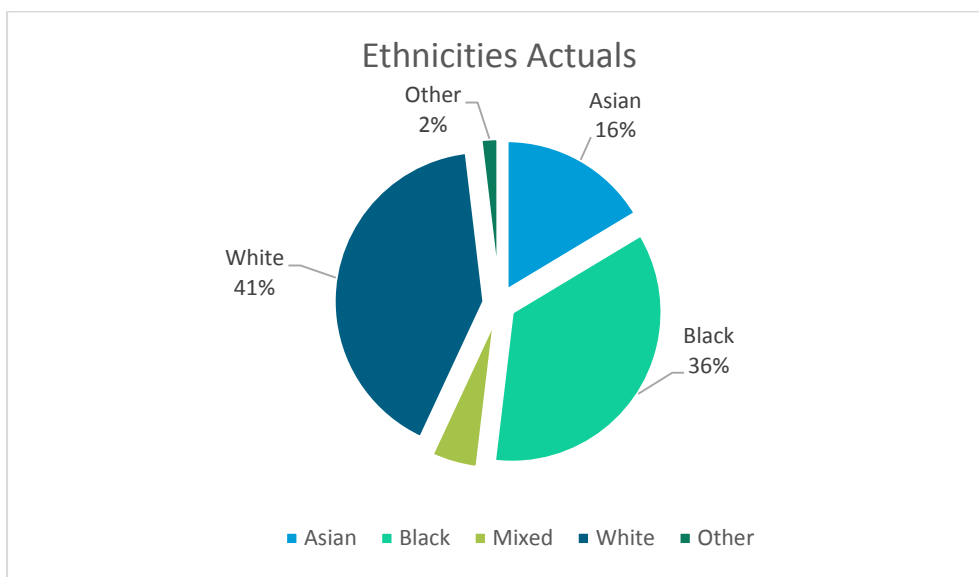
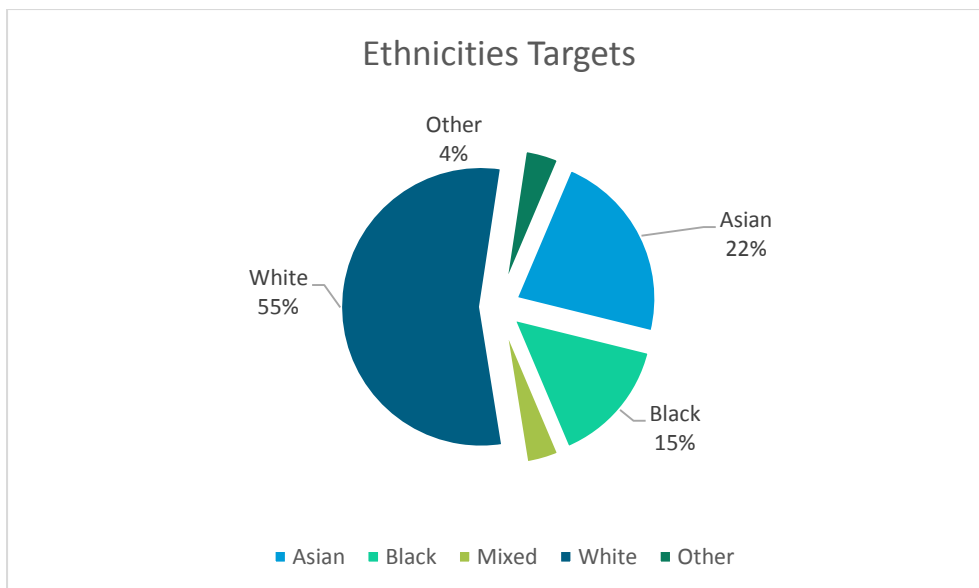
Target groups	Number	% Achieved	Target %
Lone parent	36	8%	12%
Parent, carer or legal guardian with dependent children	36	8%	no target
People recovering from drug and / or alcohol addiction or misuse	20	4%	no target
People with mental health problems	476	100%	100%
Disabled	282	59%	22%
Older people (50+)	96	20%	18%
Women	245	51%	51%
Ethnic minorities	323	68%	60%

The project greatly exceeded its targets for disabled people, and met or exceeded the targets for older people, women and ethnic minorities. 8% of participants enrolled on the project were lone parents against a target of 12%. In addition to lone parents, 36 other parents or guardians with children were supported by the project - 16% of the total enrolled were parents..

Equalities

The project used 17 categories to identify the ethnicity of participants. For ease of representation and to explore the bigger picture, the ethnicities in the charts below have been grouped into five broader categories: Black or Black British, Asian or Asian British, Mixed or Dual Heritage, White British and White Other.

The Working Futures project aimed to proportionally represent the ethnic make-up of the areas served within the project. The project exceeded its targets for BAME participants.



Unemployed: Economically Inactive ratio

The project was required to sustain a ratio of unemployed to economically inactive enrolments of 40:60. The difference is largely between Job Seekers Allowance (JSA) and Employment Support Allowance (ESA) recipients. Due to Department for Work & Pensions (DWP) changes over the course of the project, and with the effect of new assessments of claimants, many participants or would-be participants were moved from ESA to JSA, and many of the latter were being put on to the work programme. Despite these challenges the project achieved a ratio of 41:59.

Employment status	Total	% Achieved	Target %
economically inactive	283	59%	60%
unemployed	193	41%	40%
Total	476	100%	

Borough breakdown of participants

The following table shows the breakdown of participants by borough based on 1:1 support/IAG. The near final profile was conducted in June 2015, the last profile providing a breakdown of participants by borough based on 1:1 support /IAG.

Borough	6+ hours of 1:1 support/IAG				
	Original Profile	Near final profile	Actuals	% of original profile	% of near final profile
Barking and Dagenham	14	20	20	143%	100%
Camden	8	10	10	125%	100%
Hackney	60	64	66	110%	103%
Haringey	61	40	39	64%	98%
Havering	5	8	8	160%	100%
Islington	16	27	25	156%	93%
Newham	45	57	57	127%	100%
Redbridge	9	15	15	167%	100%
Sutton	20	30	32	160%	107%
Tower Hamlets	50	56	54	108%	96%
Waltham Forest	9	11	11	122%	100%
Westminster	10	9	9	90%	100%

Addressing barriers faced by employers and target groups

As an example of how the partnership worked with people with disabilities, two female participants with hearing impairments were supported by PBHA to complete a Level 1 Customer Service course delivered in-kind by Qube Training with money from the Skills Funding Agency. One of the participants was referred by Lee House, a Hackney Council employment and rehabilitation centre for people with mental health problems, and the other recruited through outreach activities. The tutor was advised of their needs and adapted her teaching to accommodate this e.g. they were seated at the front of the class and the tutor ensured that they were able to lip-read as necessary and regularly checked their understanding. They both completed the course successfully and one of the participants undertook a work placement in PBHA's catering enterprise.

The project adopted a participant-centred approach to childcare, recognising that each participant has different circumstances/needs. East Potential has specialist knowledge in supporting parents e.g. through their accommodation and support for women escaping domestic violence and supported

housing for young parents. They tailored their work ready programme for parents so they have the skills to achieve greater independence and obtain employment.

Three Sisters Care Ltd, a care agency and social enterprise based in Tower Hamlets and serving North East London, were receiving enquiries from large numbers of mainly Bangladeshi and African women including parents. Many had no qualifications and poor English. PBHA worked with Three Sisters following site visits to design a support and training package in response to their needs and those of potential applicants. This included an entry level course in Health and Social Care delivered by Qube Training and a tailored non-accredited ESOL for employment course at PBHA's second centre in Dalston, Hackney. PBHA continue to build and strengthen the relationship with Three Sisters and have now delivered training to two cohorts of potential applicants, at least three of whom have secured employment.

Motivational and coaching based courses such as Time for Change have helped to support

participants with a wide range of needs including those with drug and alcohol addictions. This course challenges negative thinking or self-stigmatising attitudes and helps participants to understand the benefits of working to improve their wellbeing. One participant who had returned to employment in the construction industry after a long gap remarked that employer alcohol and drug testing had helped him to remain abstinent. All the partners can refer participants to their own or other provider activities which support recovery and improve physical and mental health to prepare them for the labour market.

Case Study

This client was a 29 year old mother of 3 children, all under the age of 10yrs who recently separated from her husband.

She had below Level 1 qualifications, and had no work history outside of the home.

PBHA worked out a plan of action with her to find a job that would fit in with her childcare & not clash with the Level 1 ESOL & Childcare Course she was attending. She was encouraged to approach employers local to her home, in person, together with her CV, explaining her circumstances & needs. The client took to this with enthusiasm & almost immediately started receiving job offers, although these were too demanding in terms of hours. She was able to meet with her support worker to review these offers, helping to clarify further what she really needed & within a matter of weeks PBHA was delighted to hear that she had found a job cleaning in a top Brick Lane Restaurant.

Future Plans: After 5 weeks working with the client 6 hours of IAG were completed, including a review, successfully resulting in the client finding suitable work.

Was the project targeting particular wards/boroughs? Why?

The 12 North East London Boroughs served by the Working Futures partnership are some of the most deprived in London. They were Barking & Dagenham; Camden; Hackney; Haringey; Havering; Islington; Newham; Redbridge; Sutton; Tower Hamlets; Waltham Forest; Westminster. Newham, Tower Hamlets, Barking & Dagenham, Waltham Forest and Haringey feature in the ten highest for unemployment. Hackney is the second most deprived local authority in England and the proportion of out of work benefit claimants is still amongst the very highest. Islington has the highest levels of inequality of any local authority in England. There is a strong correlation between poor mental well-being and area deprivation. (*English Indices of Deprivation 2010, a London Perspective, GLA; London Poverty Profiles 2011 and 2013, Cripplegate Foundation, Distant Neighbours, Still Lives 2013*).

In the Indices of Multiple Deprivation survey (2010) the areas in which Working Futures operates rank overwhelmingly in the top two deciles of deprivation. A more recent profiling by the New Policy

Institute and Trust for London (London Poverty Profile 2013) identifies specific problems across London. The profile places Islington, Hackney, Barking and Dagenham, and Haringey as the four highest boroughs in London for the number of residents claiming out-of-work benefits. Similarly, the profile shows that North East London contains the 8 boroughs with people most affected by limiting long term illnesses.

Did the project support other groups?

As previously stated many of the projects participants belonged to other target groups including lone parents, ethnic minorities, people with physical disabilities and learning difficulties and disabilities and people with a dual diagnosis (mental health problems and drug and alcohol issues).

East Potential, a large housing association, supports young people and vulnerable mothers amongst other tenants. Depression and anxiety were quite prevalent among these groups and the project was able to accommodate their employment support and training needs alongside their prior housing needs.

Who were target employers? Where were they based? What sector did they come from?

The partners supported participants into work across a wide range of sectors including retail, hospitality, health and social care, construction, creative industries, local authorities and voluntary agencies.

PBHA's partner employers, where they have successfully supported participants into work, include the Mace Group, Toynbee Hall, St Lukes Community Centre, Thompsons Travel; Transport for London, John Lewis; Royal Mail; and many others. The project was also developed with Clifford Chance Solicitors, Shroeders, UBS & charities such as Scope & Age Concern. They all helped to design & deliver employability training, and took participants onto their courses & work placements.

East Potential's partner employers included Asda, Tesco, Greggs, Crossrail, Westfield, Laing O'Rourke, Wates, Durkan, Bovis Lendlease, Higgins & other Olympic & local construction firms; partner Registered Social Landlords (RSLs), LB Barking & Dagenham & surrounding local authorities & many others.

Hillside Clubhouse worked with Baker Boots LLP, Cravath Swaine & Moore, Basiton, Directory of Social Change, Dechert LLP, Islington Single Employer Face, and Waitrose. Hillside Clubhouse provided the following employers with candidates: Barnet Mencap – support worker, Directory of Social Change – Facilities Assistants x 2, Candid Café – Café Assistant, Margins Project – Kitchen Assistant. Hillside has especially close links with broker Islington Business & Employment Support Team (BEST) who have brokered transitional employment jobs & work tasters with a range of employers tailored specifically to the employer's needs & wishes.

Case Study

The client was referred to Thames Reach by JCP as she was eager to secure employment and had recently been turned down for a job. She already had a lot of potential that appeared obvious to the organisation, but due to her lack of confidence was unable to recognise her own capabilities. She felt she was overpowered by her mental health condition and unable to see any positive options. However, in only a few weeks the client's life has been transformed.

She was put forward for a role, interviewed and offered the job. She commented on the fact that Working Futures gave her the push she needed and is so grateful.

Another amazing success story and one that has made an incredible impact and revolutionised a person's life and increased their wellbeing positively.

Future Plans: The client has a new outlook on her life and will continue to expand and develop.

What were the needs of target employers? How were these identified and supported?

Candidates for jobs need to look presentable, they need to be punctual, and they need to adapt to workplace culture. All members of the partnership understood that for many participants this would present challenges, and therefore dedicated a lot of support and effort into developing these skills.

PBHA worked with companies such as Lloyds and Barclays through Business in the Community (BiTC) or East London Business Alliance (ELBA) to design and offer interview training or CV workshops. For example PBHA organised Give & Gain Days through BiTC whereby volunteers from City firms volunteer to support participants e.g. with support in CV writing and interview skills. PBHA worked

Case Study

Name of employer: Alandale Sustainable Solutions Ltd (ASSL) part of the Alandale Group of Companies, in partnership with Canary Wharf Contractors and Land Securities

How you engaged the employer: PBHA contacted ASSL, the training arm of the Alandale Group, in 2013 and were emailed regarding Pre-Employment Training Opportunities where candidates are screened and case loaded for construction employment and skills opportunities. We provided approximately ten candidates and two successfully got through the initial Screening Session and both obtained jobs which have also been sustained for more than six months.

Job roles recruited: Security in the construction industry and a wide range of other roles in construction

Number of job roles: 10

Number of candidates provided with sector-specific training: 10

Number of vacancies filled: 2

Number still in role after 26 weeks: 2

with employers to design the training so it met their needs. One such course was an Employability and Interview Practice Day, provided by volunteers from Recruitment Consultants Towers Watson. The day represented a step up for our clients, being a much more formal experience than the interview guidance provided as part their 1:1 support. Clients were allotted their interview time, were required to dress appropriately and prepare for interview in a chosen role for which they are currently job seeking. They were interviewed by a Towers Watson panel and received honest feedback on their performance. Clients found the days challenging but also hugely rewarding in terms of what they learnt.

A lot of emphasis was placed on attitude, developing resilience and confidence. Many clients required hours of input on self-presentation, basic self-

management skills and the more traditional job hunting techniques. It was important to work with clients to explore with them how they would sustain a job, for example, managing the transition from benefits to a wage, applying for tax credits, paying more council tax – all these issues needed to be addressed and clients' fears put at ease.

Implementation of Delivery Model

Delivery Processes and Systems

Recruitment

The project was promoted through posters, leaflets, websites, outreach, social networking, attendance at events such as job fairs and word of mouth. PBHA has had to work in boroughs such as Newham, which it was relatively new to, and has recruited through libraries and local community

centres sending a worker there to speak to potential clients. East Thames, for example, has undertaken outreach to Hestia, Newham MIND and mental health services and established referral protocols.

New recruits were invited to visit PBHA, have a meal at the cafe, see how everything works and meet with an employment worker. Putting time and effort into the initial visit helped participants feel nurtured and contributed to retaining them. There was feedback from some clients who had been unemployed long term who said that they sensed the worker to whom they spoke initially was genuinely interested in their situation.

All partners worked with local job centres that were usually grateful to learn of a project to which they could refer clients. All the partners have close working relationships and protocols with Jobcentre Plus (JCP) and council run employment services which was demonstrated by activity such as arranging reciprocal visits with local JCP managers. Jobcentre Plus sometimes allowed people who were being called for the Work Programme to remain on Working Futures. This happened when there was a good rapport between project employment workers and the local job centre.

PBHA worked closely with Hackney and Islington Local Authority Job Brokerage Services, Ways into Work (Hackney) and Business and Employment Support Team (BEST) Islington. They were made aware of the services PBHA could offer clients in terms of training, development and work experience and referred clients to them to provide on-going, in-depth support which they are unable to provide directly. They also extended the number of job leads and training opportunities that PBHA was able to offer clients. The organisation was also able to provide these brokerages with 'work ready' clients for both specific and general job opportunities.

Participants were made aware of the funding through promotional materials, presentations and the initial discussion where the background and aim of the project was summarised and as part of the enrolment process and through Information, Advice and Guidance (IAG) sessions. PBHA found that it was important to emphasise the charitable nature of their organisation and that payments were outcomes based. This helped participants to understand who the funder was, how the funding was received and their own responsibilities and commitment within that.

The partnership promoted Working Futures and its results on PBHA and partners' websites; social media, including twitter; and in publications such as annual reports. Supporting people with mental ill health into work is extremely challenging and all the partners were motivated to publicise and promote the success they had. This publicity also generated a network where more potential clients and employers learned about the service provided. PBHA launched a new website in February 2014 and this, together with a new social media strategy, aided other methods of promotion of the project.

This link is to a news item on Peter Bedford Housing Association's website. The news item relates to the short-listing of the project by the National Housing Federation (NHF) for a Community Impact Award in March 2014 under the Investors in People Category. It contains an image of the project team with their award and a link to the NHF website with further coverage (photographs are available from PBHA).

<http://peterbedford.org.uk/working-futures-in-line-for-national-award/>

PBHA marketed the project at events and meetings. They also engaged in outreach to Job Centres, health services, Registered Social Landlords and many other agencies.

London Councils and ESF logos were used on all documentation relating to this project (e.g. publicity materials and digital media) following the directions from London Councils. On the whole, the partnership's use of social media, including Facebook and Twitter, could be improved. It would work well for the organisations to publish and promote findings, events, and successes through these channels consistently. A solid social media campaign could lead to further recruitment. This is also an area that could be taught as a skill to participants and used as evidence of skills gained or work experience.

Recruitment Route	Total	%
housing association	85	18%
Job centre Plus	77	16%
leaflet	14	3%
local Council	4	1%
other	137	29%
project's website	1	0%
referred	78	16%
walk-in	4	1%
word of mouth	76	16%
Grand Total	476	100%

The above table provides information on the route through which participants were recruited to the project. 'Other' includes outreach to libraries, community centres, GP practices and voluntary agencies.

Enrolment

Prospective clients were invited to complete an enrolment form and to discuss in more detail the support they required to gain employment. They could have a meal or drink in the partner's café visiting the project and looking round the workshops so that they were able to make an informed choice. All partners checked eligibility so clients were asked to bring in the requisite ID documents and proof of the right to work in the UK.

The partnership's impression was that they were reaching a bedrock of clients who had been on Incapacity Benefit and Incapacity Support for many years, with no previous requirement to engage. Having been moved over onto JSA or ESA, enrolling on Working Futures began the process of them ensuring they had the basic documentation required for gaining the training and development opportunities. Unfortunately an absence of documents caused a number of clients to fail to enrol. When this happened the partnership were careful to advise them how they could go about getting the required documents and would also see if there was any alternative provision they could access. They have also helped clients obtain copies of Birth Certificates (provided they know which borough they were born in). PBHA has also paid for copies of Birth Certificates, which at £12-15 is not expensive, but the process can take time.

Approach/process to retaining participants

40 clients disengaged from the programme early. The reasons are varied but include: relapse, recurrent illnesses, not wishing to travel or invest the time, feeling that the programme on offer was not suitable and/or lack of motivation. Ten clients were called back to take part in the Work

Case Study

The client was enrolled in the previous Working Futures Project where she demonstrated a good attitude to work. In the interim between the two projects, she enrolled on a Birkbeck College Public Health Certificate evening course, arising from her interest in the ways in which social structures contribute to Mental Ill-Health. She came to the Project through PBHA frustrated at not being successful in interviews for GP Surgery Receptionist roles and was encouraged to consider Social Care options. With her warm & caring personality, she discovered that she is well suited to work that involves close interactions with clients. She sustained employment for more than 6 months

Future Plans: The client has enjoyed meeting the challenges of working in a new sector. Her confidence in her abilities grew and she is looking now for Key Worker roles with young people where she will be able to use her own experience of growing up in inner city London and mental health needs.

Programme. PBHA called clients who had not engaged for a while on the phone and also used text messaging. The aim was to make it as easy as possible for people to re-engage because a client may experience a period of illness and then wish to return. All partners stress the flexibility required of them when working with this client group.

Tailored support developed to break down barriers affecting participant progress

All clients received a minimum of 6 hours 1:1 support also referred to as Information, Advice and Guidance (IAG). The hours were distributed according to need throughout the client's time on the project. Time was built in to assess literacy and numeracy if this was considered necessary. Employment workers used the IAG sessions to explore barriers to work, techniques for overcoming challenges and they explored with clients how they could manage their mental illness. All activity was recorded on the IAG paper work and the hours signed off by the client and

employment worker. Job searches were often conducted on a 1:1 basis in the office with the employment worker. In addition clients also received group and classroom based support, which enabled staff to address common themes and clients to support each other.

Most participants needed some training and/or work placement before applying for jobs. Many of the client group had not worked for many years so it would have been unrealistic to expect them to find a job after a few hours of support. Learning opportunities came through the partners various social enterprises, 'the work ordered day' (based on the Clubhouse Model adopted by Hillside Clubhouse), training sessions and volunteering. All the partners had their own combination of opportunities either on their premises or nearby. Training was structured so that the individual could get out of it what they wanted; not everyone wanted or needed accreditation. Sometimes the individual needed to learn about routine, socialising with peers and managing their condition while they work.

Clients received support with soft outcomes in their IAG sessions, in training or on work placement or through socialising with other ESF project participants. Clients set goals on their ESF action plan and these were reviewed and signed off when achieved with the employment worker. If the client progressed to a social enterprise or training programme they would have an individual learning plan. All this was recorded and reviewed regularly. Once the team was satisfied that a soft outcome had been achieved it was then recorded as such and formed part of the London Councils ESF quarterly

report. Partners aimed to develop communication skills, in particular listening, team work, patience, flexibility and adaptability.

All clients were expected to search for jobs, not just at the partners' premises but on line at home or in the library. Some clients needed a lot of support with job hunting because it inevitably involved applying on line, being aware of certain protocols such as having a covering letter with a CV and making sure there were no errors. The Employment Workers were there to deliver whatever aspect of support is required.

Once the client had found a job the partners would support the person on the phone or by email to ensure that they were doing well.

Other examples of innovation include PBHA's Time for Change course which has been helping participants, including those furthest from employment, to recognise and experience the benefits of change and the potential for work to improve their lives. Our Outpost shop and community hub sells products made by service users through our Creative Industries and participants can develop their customer service skills and work towards an entry level retail qualification. We have designed a Welcome to Excellence customer service course for participants at Outpost. East Thames has increased the frequency of their Work Wise job club from once a week to twice a week. Their Community Champions programme enables participants to undertake accredited learning whilst contributing to their community. The partners work with employers to design and deliver short, flexible courses which can be adapted to meet changing needs.

The partnership placed great importance on working with the client to explore how they would sustain a job, for example, managing the transition from benefits to a wage, applying for tax credits, paying more council tax – all these issues were discussed and clients' fears put at ease.

Tracking of participants

Tracking was mainly conducted through telephone and e-mail support. East Potential had especially robust protocols for contacting new employees who had left the project. As a minimum they contacted participants in new employment at 2, 6, 13 and 26 weeks, usually by phone, but if the participant preferred, via text, email or a one-to-one meeting. This support was in addition to ongoing support offered through Workwise and could be requested by participants simply by contacting project staff on an ad hoc basis.

Participants were also encouraged and supported to sustain peer support networks and relationships developed during project activities – informally and formally through organised reunions and celebration events. The partners, however, did find it challenging to support participants in these ways within the resources of the project and would have liked to do more.

PBHA held a ceremony in June 2014 where certificates were awarded by the Chief Executive. East Potential earmarked an evening every month for former clients who were working that provided both follow up support and evidence for the project.

Partners have found it difficult to obtain evidence from some clients after they have left the project and some were reluctant to maintain contact. Issuing certificates at a ceremony helps participants to celebrate their achievement and by strengthening their bonds with the project makes it easier for employment workers to stay in touch and to obtain supporting evidence for claims. The requirement of learner signatures was an enormous challenge for the partners.

There is a wide variety of reasons for former clients not staying in touch. The reporting database required learner signatures and pay slips to verify sustained employment. Though, for many participants, asking for a pay slip seemed invasive. Often former participants did not want contact because of the association with their past, or with their lives before or during recovery. Similarly, there were former participants who did not want their employers to know about their history of mental health. Partners found gathering sustained employment data the most difficult aspect to fulfil because it relied on the client's willingness to submit information.

Risk management by lead partner

Financial

Financial reporting systems included detailed budgets for the year ahead, detailed management accounts produced quarterly and forecasts for the remainder of the financial year and for subsequent financial years. These were reviewed in detail for the remainder of the financial year and for subsequent years; were reviewed in detail by the Management group and are considered and approved by the Board.

Delivery

A process of control and regular management reporting on control issues provided assurance to the Management Group and to the Board. It was supported by a framework of policies and procedures with which staff complied. All clients were the subject of a risk assessment and any safeguarding concerns were reported and dealt with promptly.

Risks to clients were minimised by ensuring staff and volunteers had an enhanced DBS check and they received Protection of Vulnerable Adults (POVA) Safeguarding training, training in the Health & Safety at Work Act, and first aid. There was a risk assessment of project activities and for lone working.

Risk Controls

Management responsibility was clearly defined for identification, evaluation and control of significant risks. There was a process of management review in each area of the organisation's activities. The Management Group regularly considered significant risks facing the organisation reported to the Board any significant changes affecting risks.

Ensuring the project did not duplicate other employability programmes e.g. The Work Programme

Working Futures differed from other employability programmes by providing people with mental health conditions with close 1:1 support as part of a holistic programme tailored to individual need including liaison with clinical teams. Staff had the right skills sets and experience to build relationships with clients with mental health needs

Support included in-house and external work and volunteer placements which helped to increase participants' confidence and experience and improve skills. The latter included placements in PBHA's enterprises which nurture softer, job ready skills that employers expect and which are aligned to growing retail and hospitality sectors. Although support included more traditional help (e.g. with job search and CV's) the partners provided multiple opportunities including training days with employers and individual and group work. All the partners were able to provide clients with access to complementary programmes such as East Potential's mentoring scheme in partnership with Barclays Bank and Hillside Clubhouse's structured programme of activities within the work ordered day in which clients and staff undertake the running of the organisation together. Complementary programmes included activities to improve physical and mental health such as growing and cooking

healthy food, walking and membership of healthy living networks. All the partners were able to provide participants with opportunities to improve social connectedness, reduce isolation and make friends. The physical centres that the partners worked from provided a safe environment for clients to attend; each partner organised classes and training sessions onsite to ease the process of learning, keeping clients in a space that they recognised and felt comfortable in.

The Delivery Partnership

Define roles and responsibilities of delivery partners

The project was a partnership between Peter Bedford Housing Association (lead), East Potential (part of the East Thames Group), Hillside Club House and Thames Reach. The partners brought a complementary range of skills and experience to the project and their diverse reach enabled the project to achieve coverage across 12 London boroughs.

Peter Bedford Housing Association works across North East London with centres in Hackney and Islington; East Thames is a large housing association whose catchment area embraces Waltham Forest, Redbridge, Havering, Barking and Dagenham and Newham. Hillside Clubhouse are based in Islington and Thames Reach have a presence south of the river Thames.

[Peter Bedford Housing Association](#) (PBHA) as lead partner had 47% of the target; East Potential 26.5%; Hillside Club House 20% and Thames Reach 6.5%. Please see page 5 for the breakdown of staff apportioned to the partnership.

In order to support unemployed people with mental health conditions across the 12 boroughs a range of partnerships were formed with employers and other agencies. They include intermediaries such as Business in the Community and East London Business Alliance. Also, Jobcentre Plus, health services, council run brokerage and employment services, Registered Social Landlords and voluntary agencies.

How efficient were the delivery partners at delivering the required services?

Where there had been difficulties (e.g. where adequate paperwork or monitoring data had not been provided) PBHA was able to draw on the partnership agreement to remind partners of their responsibilities. In these instances the lead partner was able to meet with the junior partner and agree actions to be taken including re-training of staff on reporting requirements where necessary. Regular partner meetings took place in the first half of the project and provided an opportunity to discuss best practice and for the partners to support each other. For example, sharing examples of how the project was promoted and successful work with people in a particular locality or belonging to a specific target group.

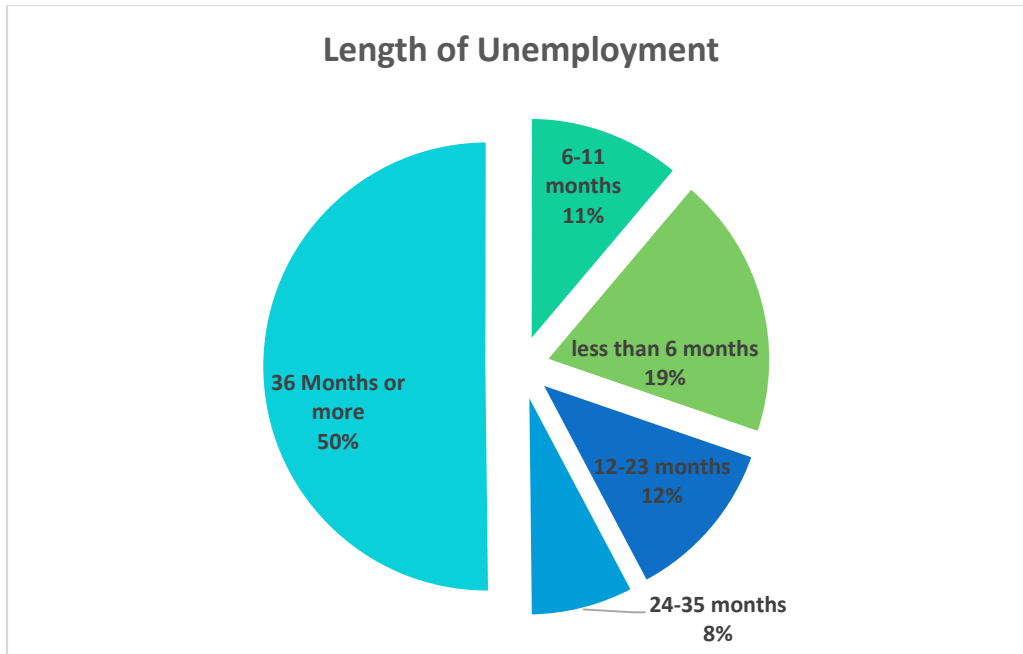
Were there any changes to the partnership? Why?

Hillside Clubhouse withdrew from the project in October 2014. They had experienced difficulties with the recruitment of their Employability Worker. This delayed their start and early development of relationships with individuals and organisations in a borough (Haringey) that was new to them. They have specialist knowledge and experience of working with clinicians and embedding employment support services within Community Mental Health Teams (CMHT's) but found it difficult to establish relationships with Improving Access to Psychological Therapy Teams (IAPT's) in the borough. It can take a long time and persistence to build up trust and develop relationships. However they still received positive feedback from Haringey clients, organisations and the Local Authority on the value of their work with people with mental needs during their time on the project.

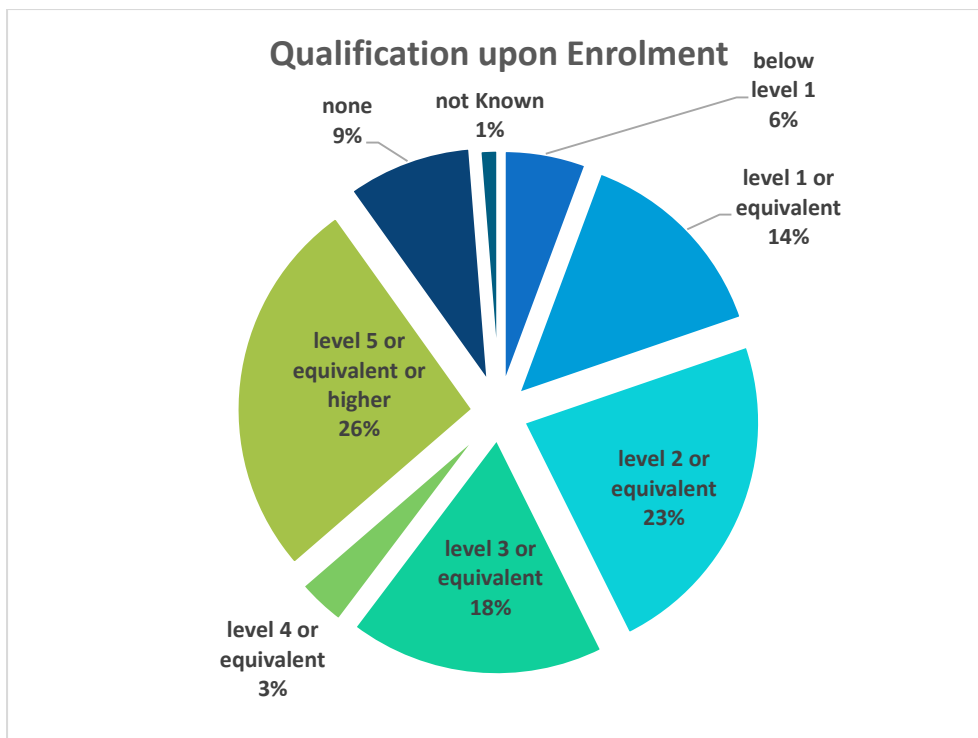
Hillside Clubhouse had made significant in-roads in Haringey and their remaining targets were distributed amongst the other partners.

Value for Money Indicators

The project was successful in reaching a majority of clients that were long term unemployed.



239 participants, or 50%, had not been working for 3 years or more. The increased employability, soft and hard skills development is especially valuable for those who have been unable to find or maintain work for 3 years. Equally, the level of qualification with which people arrived on the programme is significant:



If the results are collated, it can be seen that 29% of participants came to the programme with qualifications level 1 or below. This equates to GCSE grades D-G or to basic diplomas. There is significant value here in giving participants the ability to access skills and training, much of which may have been closed to them before Working Futures. However, the majority of participants held level 2 qualifications and above. This translates to passes at GCSE, all the way through to level 5 (Foundation degrees and HNDs, with level 6 and 7 including bachelors and master's degrees, respectively). The achievement here is that the skills and prior investment in these participants has been unlocked through the support provided.

Case Study

This client, who has a Master's Degree in Fine Art, joined Working Futures looking for an opportunity to develop teaching & group leading skills with a wider range of students. She helped in leading PBHA's Creative Crafts Drop-In Session, which included students with Learning Disabilities & Mental Health conditions. Students worked together, developing technical & interpersonal skills. This client's approach encouraged students to bring photos and special objects, then trace the object, see patterns and work in different colours & media such as pens, fabric, and paint. Students were also able to draw from imagination and real life. Some have begun to share and express themselves in writing, starting with their names. Challenges successfully met included enthusing an informally structured (drop-in) group, and maintaining attendances; clients telling & sharing stories about their lives; developing new perspectives on their life experiences; helping to design & develop a structured, creative project to make a quilt for public display.

Future Plans: The Group engaged in creating a quilt that was exhibited in a public space. This client regularly applies for arts education jobs, for Tate & Individual Artist Bursaries & also Arts Council Funding to support herself as a Freelance Artist. This client has now obtained paid employment & she feels this experience provided a supportive structure at a time of difficulty in getting paid employment.

Economy:

Output/result	Project Lifetime Totals					
	Original Profile	Final Profile	Actuals	% of original profile	% of final profile	Unit Cost
Enrolled	£0	£0	£0	0%	0%	£0
6+ hours of one-to-one support	£107,450	£121,450	£121,100	113%	100%	£350
Completing Work or Volunteering placement	£53,550	£57,050	£57,050	107%	100%	£350
Progression into education or training	£48,800	£52,000	£48,400	99%	93%	£400
Gaining Employment within 13 weeks of leaving	£80,000	£96,000	£96,000	120%	100%	£800
Sustaining employment for 26 weeks	£80,000	£97,600	£97,600	122%	100%	£1,600
Evaluation	£6,240	£6,240	£6,240	100%	100%	
Total	£376,040	£430,340	£426,390	113%	99%	

The above table provides a breakdown of grant claimed and expended against each project output or target.

All the partners brought added value to the project through complementary programmes. Within each organisation, the existing structures for support through other programmes allowed the crossover of clients, particularly at East Potential where they have a broad range of projects for tenants experiencing issues in addition to mental health needs.

The project also provided significant amounts of support over and above the required 6 hours minimum of 1:1 support or IAG. All partners recognised that many participants required more than the minimum level of 1:1 support. The average time spent on the project by each participant was 18.5 hours compared to an estimate of 16 hours at the start of the project.

Effectiveness:

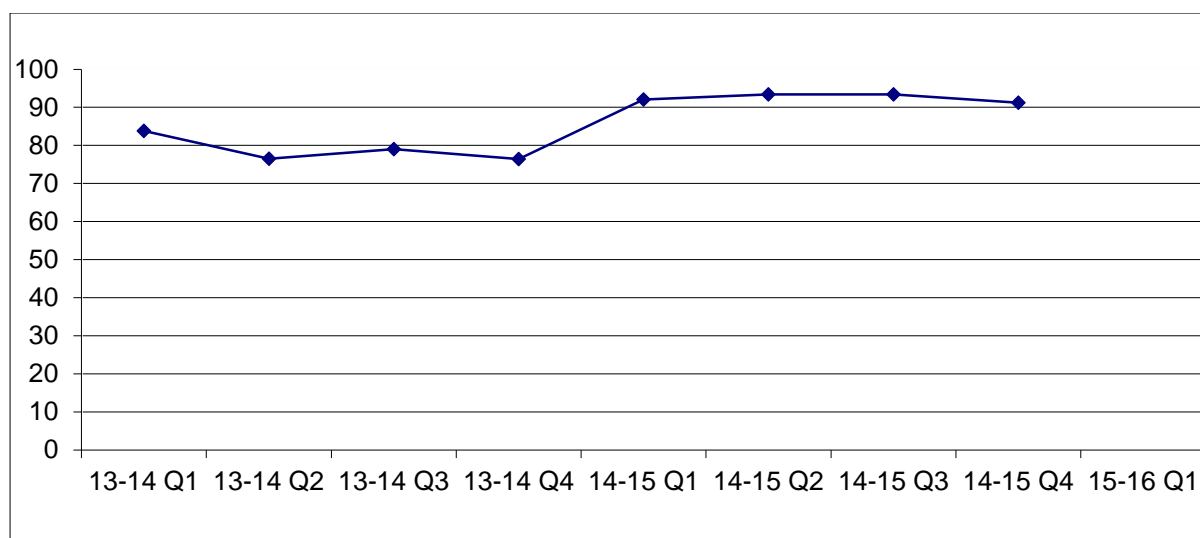
The project was effective in achieving its main targets of supporting clients into work and sustained employment. Analysis of evidence presented to London Councils such as individual action plans

shows the project was effective in delivering additional soft outcomes such as increased confidence. It achieved or exceeded its targets against the original profile and achieved most of its targets against the final profile following the award of additional targets in 2015 as a successful project.

Output/result	Project Lifetime Totals				
	Original Profile	Final Profile	Actuals	% of original profile	% of final profile
Enrolled	488	533	476	98%	89%
Participants receiving 6+ hours of support (IAG, job search, mentoring and training)	307	347	346	113%	100%
Participants undertaking a work / volunteering placement	153	163	163	107%	100%
Participants (non JSA) undertaking a Skills for Life or ESOL qualification at Level 1 or 2)	0	0	0	N/A	N/A
Participants in employment within 13 weeks of leaving the Project	100	120	120	120%	100%
Participants into further job-search and training	122	130	121	99%	93%
Participants sustaining employment for 26 weeks	50	61	61	122%	100%

This is further endorsed by the project's RAG ratings which show the composite of contract performance and client satisfaction and other key performance indicators (KPI's). The RAG rating stayed around an average of just under 80 in the first year of the project, increasing to around 90 in the second year. The project achieved a conversion rate of enrolments to positive outcomes (job starts and sustained employment) of 85% against a programme target of 77%.

Project Lifetime RAG rating:



KPA	Indicator	RAG rating points	Total available
Contract performance	Delivery against cumulative targets	59.34	60
Quality	Conversion rate for positive outputs/results	4.00	4
	Self-assessment of quality	6.95	9
	Participant satisfaction	8.10	9
Contract compliance	Contract compliance	15.84	18
RAG rating		94.23	100

Financial Summary

Overall Project Expenditure

Financial year	Payment received	Grant expended	Underspend
April 2013-Mar 2014	175,300	175,300	0
April 2014-Mar 2015	186,100	186,100	0
April 2015-Mar 2016	64,640	64,640	0
Total	426,040	426,040	0

On an annualised basis, the project spent its resources as per the profile. However, against particular cost themes there were variations to the planned profile.

Breakdown of Project Expenditure

Cost Item	Organisation	April 2013 to March 2014		April 2014 to March 2015		April 2015 to June 2016		Total April 2013 to June 2015		Notes
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
Staffing	PBHA	103,080	100,119	51,540	87,888	11,198	20,038	165,818	208,045	
Staffing	East Potential	48,990	47,084	48,990	34,847	12,246	8,183	110,226	90,114	
Staffing	Hillside Clubhouse	36,469	35,431	18,234	8,639	0	0	54,703	44,070	1)
Staffing	Thamesreach	11,945	11,861	12,000	11,900	3,000	2,700	26,945	26,461	
Participant travel	PBHA	672	725	336	168	168	0	1,176	893	
Participant travel	EP	277	810	277	463	69	198	623	1,471	
Participant travel	HC	851	0	851	38	426	18	2,128	56	
Participant travel	TR	340	340	350	340	200	100	890	780	
Participant childcare	PBHA	5,193	228	2,597	285	1,299	0	9,089	513	
Participant childcare	EP	4,200	0	700	0	300	0	5,200	0	
Participant childcare	HC	979	0	980	482	490	0	2,449	482	
Participant childcare	TR	319	0	0	0	0	0	319	0	
Other participant costs	PBHA	1,539	2,072	770	1,926	385	3,272	2,694	7,270	
Other participant costs	EP	122	2,397	100	1,063	100	467	322	3,927	
Other participant costs	HC	1	532	0	30	0	58	1	620	
Other participant costs	TR	769	0	0	0	0	0	769	-	
Other project costs	PBHA	22,968	27,124	11,484	20,898	11,982	6,430	46,434	54,452	2)
Other project costs	EP	5,360	7,544	5,360	6,975	1,340	1,721	12,060	16,240	
Other project costs	HC	5,770	3,154	5,770	3,154	2,885	947	14,425	7,255	
Other project costs	TR	847	715	750	725	150	130	1,747	1,570	
Total		250,691	240,136	161,089	179,821	46,238	44,262	458,018	464,219	

Notes:

- 1) Hillside Clubhouse left the project in October 2014
- 2) Includes £6,240 cost of evaluation in 2015-16

Expenditure on participant childcare was significantly less than the financial profile. The partners found that most parents enrolled on the project already had childcare in place and/or their children were attending nursery or school. This has not impacted negatively on the project's ability to support parents – 16% of enrolled participants were parents. Some childcare has been provided under other programmes and the partners have targeted parents and structured project activities to accommodate their needs. Some of the shortfall for this cost item has been expended on other participant costs such as lunches, tools and materials.

Results and Lessons Learnt

Achievement of Key Outcomes

The project achieved its targets for key outcomes of supporting people with mental health conditions into work and sustained employment and performed well against its remaining targets, achieving or exceeding all of these against the original profile. This was a result of the close and ongoing 1:1 support given to participants, the client-centred approach of the partnership as a whole, and the availability of work placements and learning opportunities within the partners' facilities and enterprises, as well as good working links with employers in the wider community. Very importantly staff had the necessary skills and experience to build a rapport and sustain relationships with people with mental health problems.

Effectiveness of Enrolment process

In addition to effective promotion, partners reported a willingness to be flexible and adopting a client centred approach as the best aid to enrolling the core target group of people with mental

health conditions. Being able to take control is highlighted by partners as one of the crucial aspects of a client's future success.

For those clients enrolled towards the end of the Project, updating their CVs was one of the main priorities so that they could start applying for any suitable vacancies immediately. When updating their CVs, clients were supplied with a CV Template, which could be rapidly updated as they engaged in courses, completed work placements etc. with us or other agencies. We emphasised that employers are keen to see that prospective employees are keeping their skills up to date with Training & Work Experience & will be seen as able to 'hit the ground running' in any new job. Engaging clients early in their CV development would be something we would recommend for future programmes.

Effectiveness of Engaging and Retaining Participants

Partly due to the effectiveness of Working Futures' enrolment process levels of engagement and retention were high. The client-centred and co-produced engagement, understanding the personal needs of the client, and dealing with these needs pragmatically meant that participants could take breaks, if necessary, and return to the project later. Whilst this did occasionally adversely affect attainment of quarterly targets, it was effective in ensuring overall results were achieved. As such, there was a relatively low drop-out rate. The client must always feel that there is a safety net.

Careful enrolment also helped to maintain engagement. Clients were shown around, given a meal, and allowed to feel at home. The journey of change was rarely straightforward for clients, and the staff needed to be flexible and skilled in developing relationships to ensure engagement and commitment.

Effectiveness of Gaining Employment and Sustained Employment Outcomes

The partnership achieved its targets in gaining and sustaining employment against the final profile and exceeded these substantially against the original profile. In addition, partners reported un-evidenced job outcomes where paperwork was not forthcoming or provided after the end date of Working Futures.

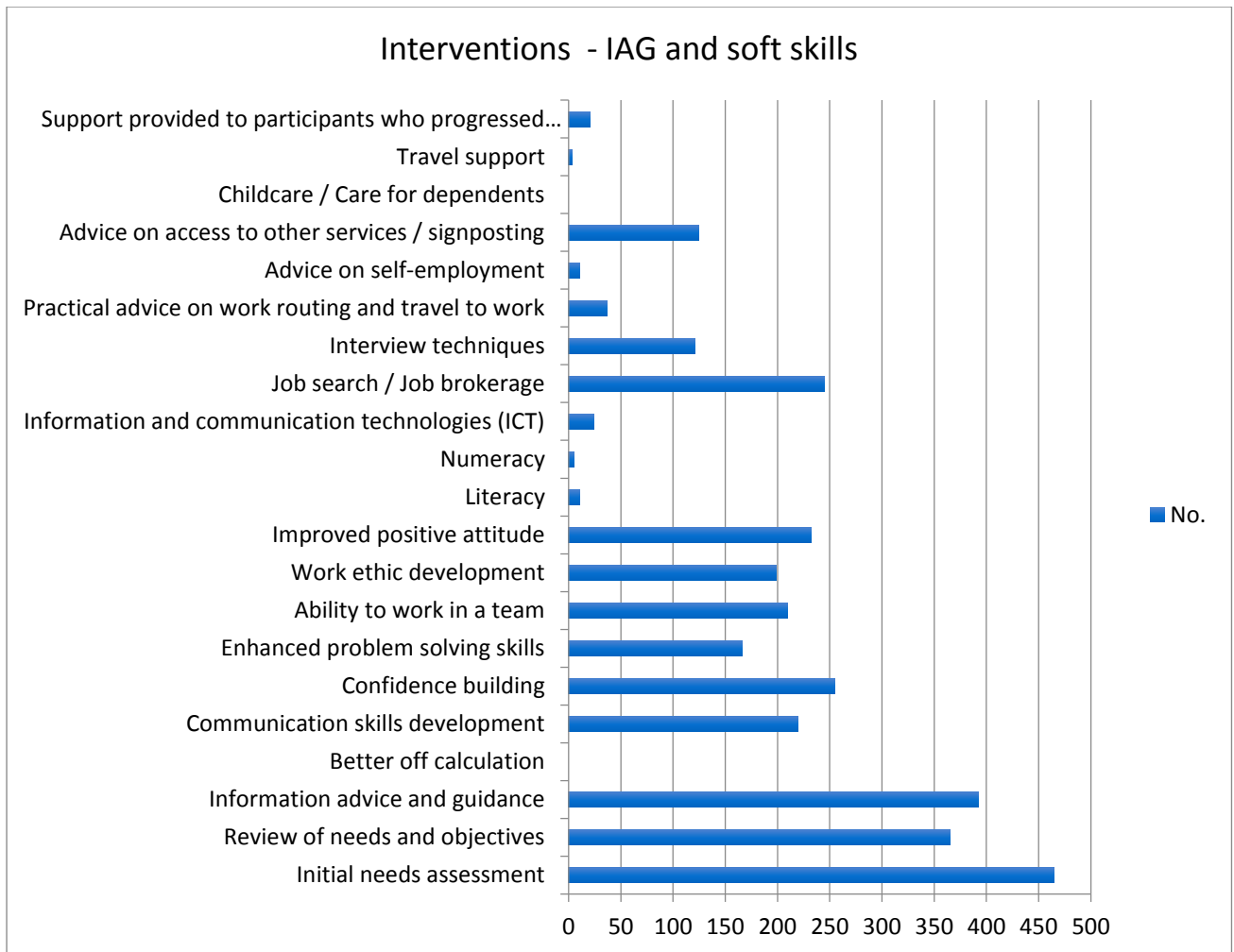
One challenge faced by the project in evidencing sustained employment was the increase over the project period in zero hour's contracts. This meant that partners had to wait until the client's hours per week built up to 8 hours or more before this outcome could be claimed. Several clients moved through two or three different zero hours contracts in the course of a year, all with different employers, greatly complicating the collection of evidence of sustained employment.

For the project as a whole, a further focus was to prepare participants for work, or more widely, for greater inclusion in society. Here, the project was very effective. The following chart demonstrates the level of soft skill attainment delivered throughout the project, this being integral to the achievement of the employment targets.

Case Study

The client registered with East Potential after completing her mandated 2-years with the Work Programme. She had multiple barriers specifically around her self-esteem, confidence, and social skills. Having identified these barriers from the outset it was important that EP developed a good rapport with her and that she would find the environments and staff friendly and helpful. She was encouraged to attend workwise job club that runs twice a week. As her confidence grew she started attending workwise regularly and working very closely with her advisor. When an appointment was made for her she would usually arrive before time. She has attended a number of training sessions with East Potential, which gave her the confidence to do a placement within East Potential head office. She enjoyed and found her placement very useful. It has been a pleasure for East Potential to see she grow in confidence and also feels very comfortable coming to East Potential office and accessing services. It is difficult to capture a boost in people's confidence and self-esteem, but with her it is visible. For her it is a step in the right direction.

Future Plans: The client will continue working with East Potential as she attends workwise (job club) every week. She is very keen to find paid work, tries very hard and is always applying for new jobs. With the client EP has had to be empathetic and give her time to work on her soft skills before she gets a job. Keeping herself motivated will be her biggest challenge. She continues working hard towards gaining paid secure employment.



Effectiveness and recommendations for relationships with employers

A core aspect of what the Working Futures partnership gave to its participants was the chance to work within its own enterprises. This has enabled clients to develop important soft, job ready skills that employers expect of their employees.

Through events and speeches, such as East Potential’s session with representatives from local recruitment agencies and JCP, the project helped clients to understand what employers wanted from their employees. These sessions provided information on both employability, and advice and support on how to access local vacancies.

East Potential have suggested that employer engagement sessions would be enormously beneficial for participants. As part of a larger scheme it would help to alleviate problems with stigma, and prepare employers for workers who may have various support needs. In putting together a scheme targeting these taboos at the employers’ level, Working Futures could achieve a wider impact on the societal view of mental health.

Even more employer engagement and education would be a useful addition to the project, it would effectively further break down certain barriers and reduce stigma surrounding mental health. This idea for the future recognises that it is not just the client that has to change in order to gain

employment, but that employers need to be more open and understanding of a type of health problem that affects 25% of the population each year.¹

In the final year of the project PBHA signed the Time to Change organisational pledge committing the organisation to an action plan to tackle mental health stigma and discrimination in its workplace. Other initiatives such as the Mindful Employer network present an opportunity to work with employers to challenge mental health stigma and discrimination in the workplace.

Effectiveness of maintaining contact with participants after leaving the project

The partnership has encountered many problems in maintaining contact with leavers. The issues surrounding contacting leavers are based both on the client's reliability and on their own personal journey. Currently, the LC/ESF model requires payslips from past participants in order to verify the partners' claim. This is very difficult information to ask for, and all partners have encountered a barrier here. Some clients refused blankly to provide evidence for either job starts or sustained employment, this brings an obvious financial challenge for the provider.

Past participants present a big challenge to housing associations in this regard, because once resident participants have moved out, their contact details can change and they can become untraceable. East Potential have run leaver evenings once a month for past participants to come back and stay in contact, which have been popular and effective in gaining leaver signatures. In a similar effort, PBHA ran a graduation ceremony with certificates for leavers and prizes for job starts.

What would the Lead Partner have done differently to improve the overall effectiveness of the project?

Partners reported significant challenges in data reporting, often noting that the programme database did not accept any hours supporting participants above and beyond the target required. Similarly, the quarterly monitoring exercises became very time consuming for the partners, and any extension of deadlines meant that the whole partnership could fall behind. No training was provided to partners for completing the reporting database, although Hillside Clubhouse had received training during the previous round of London Councils ESF Co-financing.

Lessons learned by PBHA from being the Lead Partner include applying a similar approach to that of the London Councils on receipt of poor quality paperwork, that is, not to hesitate to return the partner's entire claim if a certain number of errors had been reached. As a strict approach could have a knock-on effect on the project's performance for that quarter, PBHA chose rather to catalogue partners' errors on their behalf, with the result that the organisation spent a lot of time on reporting matters. A stricter approach earlier on in the project may have proved more effective.

PBHA have noted how it is important and beneficial for partners to provide dedicated administrative support in documenting and reporting on the 1:1 support being undertaken.

Partners were however effective overall at meeting deadlines for submission of the completed RDB entries, accompanying paperwork and narrative reports, but sometimes have had to be reminded about, Protected Characteristics and Customer Satisfaction Survey reporting.

Across Working Futures partners have received numerous positive comments from participants, referrers and external work and volunteer placement providers' and employers.. The mental health focus of Working Futures has been greatly valued by clients many of whom have been economically

¹ <http://www.mind.org.uk/information-support/types-of-mental-health-problems/statistics-and-facts-about-mental-health/how-common-are-mental-health-problems/>

inactive for long periods and were unable to escape their situation. Clients report Working Futures as 'hugely beneficial' in supporting them to increase their skills and employability that has in turn improved their overall well-being.

The project was shortlisted for a National Housing Federation Community Impact Award in March 2014 under the Investors in People category. This was a worthy recognition of all the hard work that has gone into the Working Futures project. The partners regularly receive effusive thanks and appreciation from participants for the support and opportunities offered and this is reflected in Client Satisfaction Survey.

Feedback for London Councils

The contracting process was clear; the visit to London Councils by the lead partner was informative and we left knowing how to proceed with the project. There was no database training for this ESF round and this could have been a significant challenge if we did not have the good fortune to find an employee who had experience of ESF returns in a previous role. Training on the database and returns should be re-instigated to support smaller providers in particular.

Case Study

Before I met my Employment Advisor I had a lot of anxiety

This participant is 30 years old, and lives in Haringey. He first came to Hillside Clubhouse in August 2013, and met with the Working Futures employment advisor to discuss his employment options. He had previous experience as a support worker in the voluntary sector, but had problems sustaining his employment.

The participant said, **"I found Hillside very helpful. Before I met my Employment Advisor, I had a lot of anxiety and it helps to talk to her and get my thoughts in order. When I used to have a problem, I used to react strongly and could become destructive and negative, and this could end up with my employment being terminated. By talking about it, I am able to identify what the problem is, rather than it just being about my feelings. Listening to the Employment Adviser is very useful, and helps me to remain positive. It helps me to put over my point of view clearly and nicely, without getting annoyed."**

The project was able to support the participant into employment and attended his probationary review with him to offer additional support. In February 2015, he marked six months in continuous employment.

Our London Councils grants officer has been helpful and supportive so we have felt that we can ring or email to clarify any queries etc. The monitoring visits have generally been productive with helpful feedback.

The management of the project is made more challenging by the increasingly detailed information required in the returns. Since our last London Councils ESF programme contract there are more detailed quarterly reporting requirements which, on a project our size, means that the quarterly return takes a considerable proportion of staff time, leaving less time for

supporting clients because the work of the coordinator is diverted.

However, the reporting database and reporting requirements provide a wealth of information and data which can facilitate project management, development and promotion and help to demonstrate impact to funders.

The project did not receive written guidance on undertaking the evaluation until the beginning of the final quarter leading to delays in the production of this report. Ideally this guidance should be available at the start of the project.

Appendix 1 – Client satisfaction survey

Question	Please ensure that the same number of responses are provided for all question in the quarter.						Please ensure that the same number of responses are provided for all question in the quarter.						13-14 Q3						13-14 Q4									
	No of very positive responses	No of positive responses	No of neutral responses	No of negative responses	No of very negative responses	Total number of responses	Points	No of very positive responses	No of positive responses	No of neutral responses	No of negative responses	No of very negative responses	Total number of responses	Points	No of very positive responses	No of positive responses	No of neutral responses	No of negative responses	No of very negative responses	Total number of responses	Points	No of very positive responses	No of positive responses	No of neutral responses	No of negative responses	No of very negative responses	Total number of responses	Points
1a	16	11				27	97	70	25	4			99	363	46	27	1			74	267	48	13	1			62	233
1b	15	10	3			28	96	65	28	6			99	356	41	32	1			74	262	45	16	1			62	230
1c	15	12	1			28	98	60	33	6			99	351	39	31	4			74	257	42	16	3	1		62	223
1d	11	16	1			28	94	47	38	13			98	328	37	28	9			74	250	37	19	5	1		62	216
1e	13	14	2			29	98	63	29	6			98	351	44	26	4			74	262	44	16	2			62	228
2a	15	10	2			27	94	54	38	7			99	344	43	28	3			74	262	32	25	5			62	213
2b	7	13	7			27	81	52	36	11			99	338	36	26	12			74	246	25	24	13			62	198
2c	7	14	6			27	82	54	34	11			99	340	42	25	7			74	257	25	30	7			62	204
2d	13	9	6			28	91	62	30	7			99	352	39	28	7			74	254	30	28	3	1		62	211
2e	17	5	4			26	91	62	33	4			99	355	48	23	3			74	267	36	22	4			62	218
2f	10	10	7			27	84	50	42	6			98	338	40	29	5			74	257	34	21	7			62	213
3	11	11	2			24	81	66	29	4			99	359	48	24	2			74	268	39	20	3			62	222

Question	14-15 Q1						Please ensure that the same number of responses are provided for all question in the quarter.						14-15 Q3						14-15 Q4						15-16 Q1											
	No of very positive responses	No of positive responses	No of neutral responses	No of negative responses	No of very negative responses	Total number of responses	Points	No of very positive responses	No of positive responses	No of neutral responses	No of negative responses	No of very negative responses	Total number of responses	Points	No of very positive responses	No of positive responses	No of neutral responses	No of negative responses	No of very negative responses	Total number of responses	Points	No of very positive responses	No of positive responses	No of neutral responses	No of negative responses	No of very negative responses	Total number of responses	Points								
1 a	36	10				46	174	51	21				72	267	25	3					28	109	8	2				10	38	35	2				37	146
1 b	34	12				46	172	54	19				73	273	22	6					28	106	9	1				10	39	32	5				37	143
1 c	35	9	2			46	171	52	11				72	267	22	2					28	110	8	2				10	38	32	5				37	143
1 d	28	16	2			46	164	52	11				72	267	22	6					28	106	7	3				10	37	29	8				37	140
1 e	35	11				46	173	50	22				72	266	27	1					28	111	8	2				10	38	30	7				37	141
2 a	30	15	1			46	167	54	18				72	270	23	5					28	107	7	3				10	37	28	7	2			37	137
2 b	26	15	5			46	159	46	22	4			72	258	18	1					28	102	7	3				10	37	27	9	1			37	137
2 c	26	15	5			46	159	50	20	2			72	264	19	9					28	103	7	2	1			10	35	29	7	1			37	139

2	3	1	4		4	16	5	1	1		7	27	2	3		2	10	7	3		1	3	3	7		3	14	
d	1	1			6	5	6	5			2	1	5			8	9				0	7	0			7	1	
2	3	1	1		4	17	5	1	1		7	27	2	2		2	11	9		1	1	3	3	6	1	3	14	
e	4	1			6	1	6	5			2	1	6			8	0				0	7	0			7	0	
2	2	1	2		4	16	5	1	1		7	27	2	2		2	11	5	4		1	1	3	3	5	2	3	13
f	8	6			6	4	7	4			2	2	6			8	0				0	3	0			7	9	
3	3	8	1		4	17	5	1			7	27	2	0		2	11	9	1		1	3	3	4		3	14	
	7				6	4	9	3			2	5	8			8	2				0	9	3			7	4	

Appendix 2 – Key performance indicators conversion rate for positive outcomes

KPA	Indicator	RAG rating points	Total available
Contract performance	Delivery against cumulative targets	59.34	60
Quality	Conversion rate for positive outputs/results	4.00	4
	Self-assessment of quality	6.95	9
	Participant satisfaction	8.10	9
Contract compliance	Contract compliance	15.84	18
RAG rating		94.23	100

CONTRACT PERFORMANCE POINTS						
Deliverable	Total pts available	% Delivery			RAG rating points	
6+ hours of one-to-one support	18.00	347	345	0	99.42%	17.90
Completing Work or Volunteering placement	8.00	163	163	0	100.00%	8.00
Gaining Employment within 13 weeks of leaving	13.00	120	120	0	100.00%	13.00
Sustaining employment for 26 weeks	13.00	61	61	0	100.00%	13.00
Progression into education or training	8.00	130	121	0	93.08%	7.45
Number of contract targets:	5	Total Star Rating points:				59.34

CONVERSION RATE FOR POSITIVE OUTPUTS/RESULTS (ADDED VALUE) POINTS

Enrolled		Completing work or volunteering placement		Gaining employment within 13 weeks of leaving		Progression into education or training		Total		Conversion rate for positive outputs/results (added value) %		Achieved	Maximum score	Actual score
target	actual	target	actual	target	actual	target	actual	target	actual	target	actual			
533	473	163	163	120	120	130	121	413	404	77.49 %	85.41 %	110.23 %	4.00	4.00