

# Report – The City Bridge Trust Committee

## Bridge to Work: Mental Health

*To be presented on Thursday, 22<sup>nd</sup> June 2017*

*To the Right Honourable The Lord Mayor, Aldermen and Commons  
of the City of London in Common Council assembled.*

### SUMMARY

The *Bridge to Work: mental health* programme aims to support beneficiaries with mental ill health back to good health and employment. This report requests that the Court of Common Council approves a grant of £1,241,568 over four years (£243,716; £562,796; £429,804; £5,252) to the Centre for Mental Health towards the implementation of Individual Placement Support (IPS) in two London boroughs. Currently, strong IPS services are delivered in only ten London boroughs. Therefore this project has the potential to expand IPS provision in London, which aligns with the Government's plans to fund the roll out of IPS nationally.

### RECOMMENDATION

The Court is asked to approve a grant of £1,241,568 over four years (£243,716; £562,796; £429,804; £5,252) to the Centre for Mental Health to implement Individual Placement Support (IPS) in two London boroughs.

### MAIN REPORT

#### **Background**

1. In July 2015, the City Bridge Trust's 20th Anniversary year, the Court of Common Council agreed an uplift to the Trust's core grants budget. Your City Bridge Trust Committee agreed that 40% of the additional annual sums set aside be for "*grants, on a pro-active, strategic basis, to support the most disadvantaged Londoners towards/into employment*". This equates to £1.2m in 2015/16; £1.6m in 2016/17 and £2m in 2017/18. £65,000 was awarded in 2016-17, so the total amount currently available for this particular stream is £4.735m.

#### **Current Position**

2. This proposal builds on internal research undertaken in 2016 to identify effective mechanisms for supporting young people with mental health problems into, and those already in, employment. The research concluded that Individual Placement Support (IPS) was the most effective approach which has been tested and trialled across four continents and consistently achieves better job outcomes than the best alternative available, both for job entry and sustained work outcomes. A list of the research references can be found on the Centre for Mental Health website.
3. It is recommended that the Centre for Mental Health (CfMH) is funded over four years to establish the provision of an IPS service in two London boroughs. It is

intended that these services - which will focus on reaching young people - will be funded through the NHS at the end of the period.

#### **The Centre for Mental Health (CfMH)**

4. The CfMH was founded in 1985 by the Gatsby Charitable Foundation, which also provided its core funding until 2013 when the Foundation took the decision to spend out its funds. The CfMH is the leading authority on mental health research and the acknowledged expert on IPS in the UK. It has established a network of IPS Centres of Excellence across England and an evidence base that has undoubtedly paved the way for the Government's recent commitment to doubling IPS provision during the delivery period of its current Mental Health strategy, 'The Five Year Forward View for Mental Health' (published in 2016).

#### **Individual Placement Support (IPS)**

5. The IPS model is an 'off the shelf' model, developed by Dr. R.E. Drake et al. at the New Hampshire-Dartmouth Psychiatric Research Centre in 1993. This project proposes that the IPS model be implemented by the CfMH in two locations rather than organisations approach the Trust with their own proposals as in the disability strand of Bridge to Work.
6. The IPS Model is distinct from traditional programmes that support people with mental ill health towards employment: conventional models offer individuals training and support prior to starting the search for jobs, traineeships or placements. However, the IPS model starts with the assumption that treatment for mental ill health is supported and complemented by individuals being employed. Jobs are secured quickly after diagnosis and support, training, clinical care and welfare advice are offered while individuals are engaged in employment.
7. IPS focuses on paid employment of an-individual's choice. The employment and support packages are tailored to the individual's needs and wishes, and support is offered to the employer as well as to the employee. IPS projects have a standardised staffing structure and delivery approach: the team comprises four staff members: two Employment Specialists, who work directly with individuals and employers to identify suitable matches; One Team Supervisor, who oversees the work of the Employment Specialists and monitors performance against outcome targets; and a Voluntary Sector Implementation Lead, who is responsible for making the project sustainable by securing alternative funding by the end of the project.
8. The CfMH is in the process of identifying four possible boroughs in which IPS could realistically be implemented as part of the funded research period now underway. The attitudes of local commissioners, the capacity of local providers' services to host an IPS project, and local levels of need for IPS will inform the recommendations. Two boroughs will be selected from the shortlist.

#### **Proposal Details**

9. The CfMH will draw up service level agreements with the host voluntary sector organisations and the NHS Trust in each of the selected boroughs; recruitment for the IPS teams will commence in September 2017, should this grant be awarded. The two new IPS teams will then be trained in IPS by the CfMH, enabling them deliver IPS provision from December 2017 to November 2019.

The final evaluation will be completed by 31 March 2020 and will be disseminated by the two IPS teams between March and September 2020, supporting their sustainability plans.

10. During project delivery, CfMH will aim to expand the two IPS teams by sourcing local funds for two additional IPS workers for each borough. It is hoped that galvanising local funding will strengthen the business case that will be presented to commissioners in each borough at the end of the project. The CfMH will support the two Voluntary Sector Implementation Leads to build their business cases, drawing on their programme outcomes and by demonstrating cost-effectiveness. It is hoped that the funding for IPS in the two boroughs will be mainstreamed by the end of the project.
11. Work delivered at the two sites will be monitored continuously during the two-year delivery period and outcomes will be benchmarked against the achievements of six previous IPS project sites in England (Bradford, Lincolnshire, Berkshire, Northamptonshire, Bedfordshire and Wiltshire). Outcome targets for the two sites include: 150 programme starts by October 2018 and 400 by December 2019. It is also hoped that 160 beneficiaries will have commenced employment by December 2019. At the end of the funding period, the CfMH will carry out 'fidelity reviews' at each site to identify what actions are required to achieve ongoing Centre of Excellence status for IPS.
12. A £65,000 grant awarded by your City Bridge Trust Committee in March has allowed the CfMH to research potential sites for IPS implementation in London. This proposal is for the next phase of the project that will involve roll out of IPS in two London boroughs.
13. It is also prudent for the Trust to set aside a sum for contingency at the level of 15.5% (£193,432) to cover any additional or unforeseen work over the period, for example in relation to evaluation, consultancy or research needed. As such, at their meeting in May your City Bridge Trust Committee agreed a grant of £193,432 for these additional project costs.

### **Project Budget**

	<b>July 17- March 18</b>	<b>April 18 – March 19</b>	<b>April 19 – March 20</b>	<b>April 20 – Sept 20</b>	<b>TOTAL</b>
<b>Staffing Costs</b>	132,869	340,300	253,633	300	727,100
<b>Pension/NI</b>	37,480	87,787	65,437	77	190,791
<b>Project Costs</b>	27,750	20,900	17,100	-	65,750
<b>Evaluation</b>	5,000	20,000	22,000	4,000	51,000
<b>Management</b>	40,619	93,799	71,634	875	206,927
<b>TOTALS</b>	243,716	562,796	429,804	5,252	1,241,568

14. The most significant expenditure line in the project budget is for staffing costs. However, IPS is an established model and staffing structure, for which there is evidence of impact.
15. The budget includes a 20% management fee for the CfMH. This will cover the costs of contact negotiation with the voluntary sector partners and NHS

providers in each borough; delivery of IPS training at each site; implementation, management and oversight of the two projects; project reporting; overseeing an independent evaluation and supporting each team to compile business cases and sustainability plans for commissioners in their boroughs. As the CfMH has experience of successfully implementing sustained IPS programmes in six different sites across the country, it would be in our interest to ensure its full engagement in supporting the two London-based projects.

### **Conclusion**

16. The *Bridge to Work: mental health* programme aims to support beneficiaries with mental ill health back to good health and employment - outcomes that are fundamentally linked. Currently, strong IPS services are delivered in only ten London boroughs. Therefore this project has the potential to expand IPS provision in London, which aligns with the Government's plans to fund the roll out of IPS nationally.

All of which we submit to the judgement of this Honourable Court.

DATED this 11<sup>th</sup> day of May 2017.

SIGNED on behalf of the Committee.

**Alison Gowman, Alderman**  
Chairman, The City Bridge Trust Committee