

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Good Work and Employment	
REPORT OF Executive Director, Adults and Health	
FOR SUBMISSION TO The Health and Wellbeing Board	DATE 18 th September 2024
<p>SUMMARY OF REPORT</p> <p>Good work and employment is one of the three short-term priority areas of the Camden Health and Wellbeing Strategy 2022-30, with a particular focus on supporting parents and people furthest from the labour market (e.g. people with learning disabilities) into good work and providing opportunities for Camden residents become part of our motivated, skilled health and care workforce.</p> <p>The priority was last discussed by the Board in September 2023. This report provides an update on progress, highlights planned programmes of work and aims to stimulate discussion on how we best meet the needs of residents on this issue.</p> <p>Local Government Act 1972 – Access to Information No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer: Michael Godfrey Public Health Strategist - Healthy Lives London Borough of Camden 5 Pancras Square N1C 4AG michael.godfrey@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <p>The Health and Wellbeing Board is asked to:</p> <ol style="list-style-type: none"> 1. Note the report. 2. Comment on the discussion points contained in section 8 of the report. 	

Signed:



Jess McGregor
Executive Director of Adults and Health
Date: 9th September 2024

1. Purpose of Report

- 1.1. Good work and employment is one of the three short-term priority areas of the Camden Health and Wellbeing Strategy 2022-30¹, with a particular focus on supporting parents and people furthest from the labour market (e.g. people with learning disabilities) into good work and providing opportunities for Camden residents become part of our motivated, skilled health and care workforce.
- 1.2. The priority was last discussed by the Board in September 2023. This report provides an update on progress, highlights planned programmes of work and aims to stimulate discussion on how we best meet the needs of residents on this issue.
- 1.3. This report contains:
 - 1.3.1. Update on taking a population health approach to the priority
 - 1.3.2. Updates on the Good Work Camden Disability Job Hub and partnerships with NHS and Care providers
 - 1.3.3. Background and future of the new Workwell and Universal Support programmes

2. Strategic Background and previous discussion by the Board

- 2.1. The Health and Wellbeing Strategy aims to take a population health approach in tackling the social determinants of health, and to address structural inequalities in health outcomes. Evidence demonstrates that employment status has a significant impact on health and wellbeing, and that particular communities experience these impacts disproportionately², therefore it was felt that this would be a good opportunity for the partnership in Camden to take a population health approach to make meaningful change.
- 2.2. A year ago at the Board, a rapid needs assessment conducted by the Health and Wellbeing Department was presented, exploring data on unemployment, economic inactivity and health, along with data collected from interviews with stakeholders. Good Work Camden's efforts on providing opportunities for residents were discussed, including workshops with health and social care employers, the newly commissioned Disability Job Hub and the recruitment of a Disability Job Hub Lead. Lastly, the North Central London Integrated Care Board's (NCL ICB) People Strategy 2023-28 was discussed, covering the challenges facing the health and care system and the opportunities it presents for partnership working.
- 2.3. The Board was asked to discuss how improvements might be made to how the local system comes together on good work and employment, and the barriers and enablers to developing a joined-up approach to good work and employment. Some highlights from the resulting discussion are given here:

¹ [Health and Wellbeing Strategy:
https://www.camden.gov.uk/documents/20142/0/Camden+HWB+Strategy+%28Feb+22%29+v6.pdf](https://www.camden.gov.uk/documents/20142/0/Camden+HWB+Strategy+%28Feb+22%29+v6.pdf)

² [Health Foundation, Relationship Between Employment and Health 2024:
https://www.health.org.uk/evidence-hub/work/employment-and-underemployment/relationship-between-employment-and-health](https://www.health.org.uk/evidence-hub/work/employment-and-underemployment/relationship-between-employment-and-health)

- 2.3.1. A key consideration centred on opportunities to create a local workforce of Camden residents, including entry level NHS positions and to take learning from smaller health organisations with a local workforce.
- 2.3.2. Opportunities to build confidence and skills to support retention were discussed, including a volunteer to career pathway.
- 2.3.3. Barriers to employment were also discussed, including poor health post-covid, housing and childcare issues.

3. Progress since September 2023: Population health approach to the priority

- 3.1. The Health and Wellbeing Department has developed a partnership of stakeholders and organisations working in employment and health, with the aim of collaboratively identifying actionable priorities to improve employment outcomes. Discussions at through this partnership are based on the findings of the needs assessment discussed at the last Board³, including:
 - 3.1.1. long-term health conditions
 - 3.1.2. individuals with learning disabilities
 - 3.1.3. residents from black or minority ethnic communities
- 3.2. The first stage of this process was a workshop held in November 2023, involving 23 stakeholders from a range of organisations and teams, including Council teams (e.g. Good Work Camden), Voluntary and Community Sector (VCS) organisations such as Hillside Clubhouse and Ingeus, and the NHS. The needs assessment was presented and used to inform a facilitated discussion on challenges in supporting residents into employment.
- 3.3. Challenges identified fit into three main categories:
 - 3.3.1. **Support provision:** Challenges relating to how support is or needs to be provided, such as the need for a holistic offer that considers the other challenges a resident may be facing (e.g. financial insecurity impacting motivation, or access to interview clothing), increasing demand for in-work support, difficulties identifying the specific support needs of people with health conditions, and identifying/reaching communities at greater risk
 - 3.3.2. **Impacts of Unemployment:** Challenges relating to the impacts that long-term unemployment can have on individuals that make it difficult for them to re-enter work, such as detrimental impacts on motivation and skills necessary for work and impacts on confidence, including social confidence where unemployment has impacted a person's social network
 - 3.3.3. **Awareness and understanding:** Challenges relating to stigma and awareness around health and disability, including support needs of employers to understand and accommodate need, and issues of stigma and lack of awareness among employers.

³ Health and Wellbeing Board, September 2023. Findings from the needs assessment: <https://democracy.camden.gov.uk/documents/g10589/Public%20reports%20pack%2020th-Sep-2023%2015.00%20Health%20and%20Wellbeing%20Board.pdf?T=10>

- 3.4. Stakeholders were then asked to discuss and identify opportunities within employment and health, and to map these onto the four pillars of population health, more detail can be found in **appendix A**:
- 3.4.1. **Integrated health and care:** Opportunities included the incorporation of Making Every Contact Count⁴ (MECC) training across the local system, to upskill staff working across the local system to be able to have supportive conversations around employment, and improving connections between health service providers and employment support
 - 3.4.2. **Individual and relationship factors:** Opportunities included engaging peer support and personal networks, and addressing barriers to accessing services such as motivation, confidence and employment skills
 - 3.4.3. **Places and communities:** Opportunities included providing employer upskilling/engagement sessions, creation of an 'employer champions' network to showcase and promote 'good work' best practice and improving communication between employment support services to ensure effective facilitation of referrals to appropriate support, and prevent duplication
 - 3.4.4. **Social determinants of health:** Opportunities included supporting/encouraging the availability of more part-time work to fit around family and other life commitments, and working with the community connectedness group to support socially isolated residents
- 3.5. Following the workshop, the Camden's Health and Wellbeing Department convened the partnership group, to continue to take this work forward and to improve collaboration and connection across the local system, to make the best of opportunities and ensure work is informed by resident need. The partnership group is made up of stakeholders including Council colleagues, including Good Work Camden, VCS organisations and NHS teams.
- 3.6. The group has discussed and sense-checked the workshop findings, and identified additional stakeholders who would be well placed to help drive the work forward. It has also started identifying actions to take forward, based on the challenges and opportunities identified at the workshop including:
- 3.6.1. Mapping of services delivering employer engagement work to avoid duplication and improve collaboration
 - 3.6.2. Developing an awareness building offer to reduce stigma and improve understanding of health issues and how to accommodate them among employers

4. Progress since September 2023 - Good Work Camden:

- 4.1. Good Work Camden is a Neighbourhood based job hub where advisors work with residents to support them to improve their employment situation. Good Work Camden includes our neighbourhood job hubs, our young talent team (including Camden Apprenticeships) and the Euston Skills Centre, where we deliver construction and built environment skills and employment brokerage.

⁴ Camden Making Every Contact Count: <https://www.camdenmecc.org.uk/>

- 4.2. In line with the national picture, Good Work Camden is seeing an increase in the number of residents looking for work opportunities who are grappling with physical or mental health issues.
- 4.3. In 2023/24 Good Work Camden delivered more than 700 job, training and apprenticeship outcomes. Through Good Work Camden, the Council continues to develop and mature partnerships with the NHS and care providers to increase the number of our residents supported into good work. In the last year 57 residents have started work in a wide range of roles including Healthcare Assistants, Porters, Cleaners, and administrative support.
- 4.4. We work collaboratively with our partners at the local NHS Foundation Trust, and roles have been filled at UCLH, Moorfields, the Royal Free and Whittington Hospital. In order to support the encouraging volume of opportunities resulting from these partnerships, Good Work Camden has allocated an officer to be a dedicated resource for health partners, and a single point of contact. Our Health and Social Care Job Hub Advisor manages the relationships and supports residents through the complex application, assessment and interview process.
- 4.5. The NHS attended our recent Good Work Camden Jobs & Skills event in May, and onboarded 11 residents who are all now at various stages of their application process.
- 4.6. At the last meeting, the Board heard about the commissioning of Camden Disability Action to undertake a programme of research and co-design with residents with lived experience of disability. Based on this research, a two-year Disability Job Hub pilot was designed, and launched on April 2023. The Hub has since onboarded over 75 residents, 8 of whom have been supported into paid employment, 7 into paid work experience and a further 10 supported into education and training, with many soft outcomes achieved including comprehensive reasonable adjustments, advice and guidance.
- 4.7. The Disability Job Hub has:
 - 4.7.1. Commissioned Purple Tuesday to deliver Disability Equality training to all Good Work Camden staff, members of the Employment and Skills Network, and local employers through the Inclusive Business Network, with a final session to take place in September 2024
 - 4.7.2. Launched an 8-week Skills for Work training programme for our learning disability residents, lead by the Learning Disability Work Ready Coach.
 - 4.7.3. Delivered the first Camden Autism Pathways to Employment (CAPE) course, a free, five-week employability programme for autistic Camden residents, co-produced with Aspiration. The course is designed to create peer mentor opportunities and deliver employability support, including real employers in a mock interview day. The first course was delivered in March 2024 and a second scheduled for September.

5. Regional Work and Health Programmes: Workwell

- 5.1. Workwell is a new work and health programme for England funded jointly by the Department for Work and Pensions (DWP) and the Department of Health & Social Care (DHSC). Workwell can support people who are economically inactive or unemployed, or in work but in danger of falling out of work for health-related reasons.
- 5.2. The programme is designed to support around 59,000 disabled people and people with health conditions nationally to access:
 - 5.2.1. an early-intervention work and health assessment service, with low-intensity holistic support for their health-related barriers to employment (such as employer liaison and work and health coaching)
 - 5.2.2. a single, joined-up view and gateway into the services that are available locally to tackle their specific needs. This could include healthcare professionals, community sector services, health promotion programmes, more intensive employment support, and much more
- 5.3. The opportunity to be a Workwell 'Vanguard' pilot was promoted to Integrated Care Systems (ICS's) and NCL coordinated a successful bid via a working group including the ICB; the five local authorities including employment hubs and inclusive economy teams; North London Jobcentre Plus (JCP), NCL Health and Social Care Academy, NCL Training Hub, Primary and Secondary care and VCS and local employment support services. The NCL People Board provided strategic oversight.
- 5.4. The NCL People Board agreed the following key principles for the local Workwell programme: The service should be place-based, use a relational model to engage residents, scale-up and build on what exists already, link to the NCL population health outcomes framework, utilise data to inform the model, including fit note data within Primary Care, seek to address Health inequalities through the work, be person centred, supporting people to address health, employment and wider needs in a coordinated way and seek to share information between agencies by default.
- 5.5. Workwell is expected to start delivery in October and runs for only 18 months. This is a very challenging timetable given that funding decisions were only made in May. The detail of the participant journey is still being developed, but in essence:
 - 5.5.1. Participants are referred to the programme via Primary Care, JCP or Local Authority or VCS service providers
 - 5.5.2. A Work and Health coach does an initial assessment of suitability for this programme and either on-boards or refers to other appropriate support
 - 5.5.3. A support plan is agreed between Work and Health Coach and participant and referrals made via a multi-disciplinary team to relevant, local health and work interventions/services
 - 5.5.4. The participant returns to work or retains work and any necessary ongoing support is identified.

5.6. NCL are in the process of commissioning a delivery partner for Workwell. The local employment support teams have stressed the importance of embedding the Work and Health Coaches with local employment support teams to ensure integration and the opportunity this programme offers to work with employed people who are at risk – in particular, supporting small and medium enterprises (SMEs) which don't have occupational health departments to enact reasonable adjustments for residents experiencing health challenges. The NCL Workwell programme includes the development of a Work and Health Strategy for NCL – work that is supported by the Institute of Employment Studies.

6. Regional Work and Health Programmes: Universal Support

6.1. Universal Support (US) is an upcoming programme funded by the DWP, and is the successor to the current Work and Health Programme⁵, which is delivered in Camden by Ingeus. US will be commissioned by the sub-regional partnership (SRP) for Camden, Central London Forward (CLF)⁶. The programme aims to support economically active people who are disabled or have health conditions into work.

6.2. The programme scope includes disability and health conditions, but also allows for support of 'disadvantaged groups', which are quite widely defined and include Council priority cohorts, including care leavers, refugees, young people involved in the youth justice system, but who might have quite different needs to the disabled/health conditions cohort.

6.3. Current detail on the programme is limited, but colleagues are working to ensure that the programme is co-designed with borough employment support teams, that the programme incorporates existing insights from the employment and health needs assessment where relevant, and integrates effectively with existing local support services, including Good Work Camden Job Hubs and the upcoming Workwell programme.

7. Concluding comments

7.1. Whilst we have a good understanding of the needs of residents around employment and health issues, there are still some gaps (e.g. data on employment needs among autistic people) and needs continue to evolve. We need to ensure we keep developing our understanding of needs, and adapt the support we provide to meet them. As described in this report, there is also a range of support within the borough delivered by a number of organisations, with further initiatives in development. Colleagues will continue to work together to ensure that the local offer is comprehensive and works well together so it is accessible to those who need it most in Camden.

8. Discussion points for the Board

⁵ Work and Health Programme, Central London Works: <https://centrallondonworks.co.uk/work-health-programme>

⁶ Central London Forward: <https://centrallondonforward.gov.uk/>

- 8.1. Do the challenges and opportunities identified in the partnership workshop (Appendix A, slides 8-9) look right, and do we have the right people in the partnership (Appendix A, slide 10) to make a real impact on them?
- 8.2. How can we enhance relationships across the system to address specific needs (for example, language barriers), and are we considering all the needs we should be?
- 8.3. What are our key levers of change for encouraging inclusive and accessible recruitment practices in health and care, and how can we effectively tackle challenges around this?

9. Finance Comments of the Executive Director of Corporate Services

The Executive Director of Corporate Services has been consulted on the contents of the report and has no comments to add to the report.

10. Legal Comments of the Borough Solicitor

The Borough Solicitor has been consulted and has no comments to add to the report.

11. Environmental Implications

There are no environmental implications to the contents of this report.

12. Appendices

Appendix A: Good Employment Partnership Group Slide Deck
Appendix B: Health and Wellbeing Board: Slide Deck

REPORT ENDS