

A Report prepared for

Mind in Harrow - August 2016

Evaluation of the Head For Work Programme

Funded by the Big Lottery Reaching Communities Grant 2014-2017



We help clients to develop their service offer, streamline business processes and evaluate the customer experience to ultimately maximise their impact.

Our life cycle of SUPPORT



We provide management solutions to help organisations improve their efficiency, sustainability and socio-economic impact. We help clients to develop their service offer, streamline business processes and evaluate the customer experience to ultimately maximise their impact.

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1. Executive Summary

Economic Change CIC was commissioned by Mind in Harrow in June 2016 to undertake an independent interim evaluation report of the Head For Work Programme delivered over the last two years, with funding from the Big Lottery Reaching Communities Grant between 2014 and 2017.

Head For Work aims to increase training and employment opportunities for people with severe and enduring mental health problems, who are unemployed. The Head For Work project aims to address two inextricably linked problems faced by long-term unemployed adults in Harrow with severe and enduring mental ill-health (i) a lack of employment opportunities and (ii) workplace mental health stigma and discrimination.

It's a nationally recognised issue, with the Head For Work dovetailing the Government's 2011 No Health Without Mental Health Strategy whose targets include improving the "unacceptably low" employment rates and reducing the numbers of people with long term mental health problems on incapacity benefit. The benchmark for the Government's National Work Programme indicates a 6% success rate, whilst the Head For Work programme has so far achieved a 41% increase in take-up of beneficiary training/ employment 'beyond the project', compared to this.

To achieve this aim, a series of integrated services were delivered working with two target groups:

- Adults who are both (i) disabled by severe mental health problems and (ii) unemployed/economically inactive - To train beneficiaries to provide mental health awareness training to local employers as accredited trainers, to help improve their self-confidence, employability and employment opportunities.
- Local employers – A series of training workshops were designed to increase local employers' knowledge and understanding of mental health, thus reducing discrimination and exclusion from employment

Overall the project is on track to achieve its core outcomes over the three years. The headline statistics for the end of Year 2 are:

- 51 (82%) beneficiaries have completed the LEARN training course developing a range of new skills and 33 (65%) LEARN beneficiaries have become accredited trainers. As a result, 33 (65%) beneficiaries reported improved mental health and 37 of beneficiaries self-reported increased social inclusion
- 652 staff feel better informed about mental health and 636 self-report increased confidence to support a colleague experiencing mental health issues.

Based on progress to date, it is clear that there are two main areas of impact emerging from the project:

- 1) Beneficiaries experiencing mental health, are personally getting a greater awareness and understanding about their own mental health issues and how to manage it, which has enabled them to acknowledge and accept their own personal situation as well as have the confidence to share their new knowledge with family, friends and potential employers. This has enabled them to feel less socially isolated, it has improved their own mental health, and subsequently help them to also secure employment opportunities.
- 2) Employers and their employees are gaining a greater understanding of mental health and how they can self-manage their own well-being as well as support their peers or clients. Hearing the stories of people who have lived the experience has made a particular impact on the participants.

In terms of best practice, the project has been particularly championed for its training delivery. The beneficiaries spoke about the benefits of accessible and informative training format, peer support

and progression opportunities., and employers feel they have benefited from tailored courses specific to their industry with suitable training material and stimulating delivery.

In terms of learning and recommendations for the future, it is felt by the internal team and beneficiaries that the project could further develop internal capacity to market and sell its commercial training courses to a wider audience. There is appetite by the beneficiaries to get more involved in the selling and delivery of the training so capacity building this group is a key option. The potential use of technology to help roll out training to a wider market was also mentioned. The other area of attention is focussed on a longer term evaluation to assess the long term impact of the project on different stakeholder groups.

2. Summary of Project

The Aim

Head For Work aims to increase training and employment opportunities for long-term unemployed Harrow residents experiencing severe and enduring mental health problems, whilst simultaneously tackling workplace mental health stigma.

The Objectives

- To train beneficiaries to provide mental health awareness and training to local employers as accredited trainers, to help improve their self-confidence, employability and employment opportunities.
- Increase local employer knowledge and understanding of mental health through workshops and events, to help reduce mental health stigma, discrimination and exclusion from employment.

Target Beneficiaries

- Adults who are both (i) disabled by severe mental health problems and have been supported by mental health services as well as (ii) unemployed/economically inactive.
- Local employers, their managers and staff in Harrow.

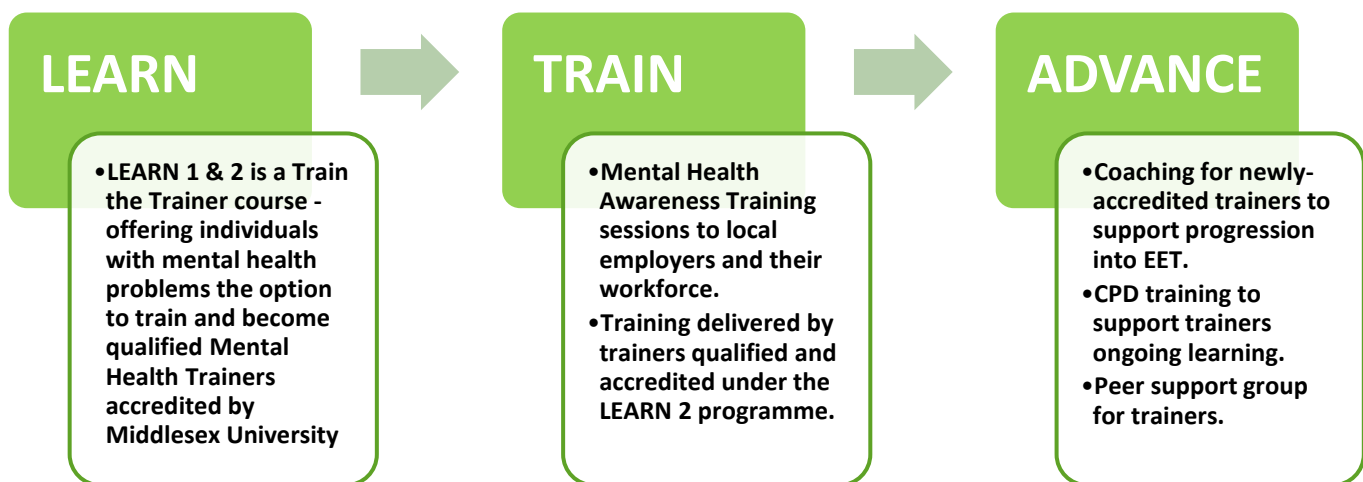
Duration of Project

The Big Lottery Reaching Communities Grant funded the delivery of the project from April 2014 to March 2017.

Content of Project

The Head For Work programme takes a dual approach to tackling unemployment amongst adults with mental health, through offering a number of services that focus on working with both employers and unemployed adults with mental health problems.

Please find a summary of the core services below.



Target Outputs

Services	Target Y1	Target Y2	Target Y3	Total
LEARN 1				
No of courses	1	1	1	3
No of beneficiaries	12	12	12	26
LEARN 2				
No of courses	2	2	2	6
No of beneficiaries	20	20	20	60
TRAIN				
No of sessions	15-20	20-30	20-30	55- 80
No of employees	250	375	375	1000
ADVANCE				
No of sessions	8	8	8	24
No of beneficiaries	24	24	24	72

Big Lottery Reaching Community Outcomes

The project has focussed on contributing towards the following Reaching Communities Programme Outcomes.

Outcome 1: ‘People having better chances in life, with better access to training and development to improve their life skills.’

Outcome 2: ‘Stronger communities, with more active citizens, working together to tackle their problems’, as local employers/ employees are trained on mental health awareness by project beneficiaries. This fosters social capital and builds bridges to tackle local mental health stigma/prevent exclusion from the workplace for Harrow's mentally ill - and therefore facilitates "active citizens working together to tackle local problems"

Outcome 4: ‘Healthier and more active people and communities’, as increased beneficiary work opportunities and skills lead to improved mental health.

Target Outcomes

Outcome 1

Outcome 1 - Unemployed Harrow residents experiencing severe and enduring mental health problems (beneficiaries) have better chances in life because they have improved work and life-skills through Head For Work’s training and development programme

Target – 66 beneficiaries (of which 65% are of BAMER origin) complete the LEARN level 1& 2 during the course of the project. In terms of progression 36 progress to become accredited trainers and 45 self-report increased work and life skills.

Outcome 2

Outcome 2 - The local workforce (employers, employees and students age 16+) will feel better informed about mental health and feel more confident about supporting people with mental health problems in their workplace

Target - 750 working people will self-report increase confidence about supporting people with mental health problems in their workplace and 900 will self-report they feel better informed about mental health in the workplace.

Outcome 3

Outcome 3 - Unemployed Harrow residents experiencing severe and enduring mental health problems (beneficiaries) have improved mental health and increased social inclusion

Target – 57 self-report improved mental health and 54 beneficiaries self-report increased social inclusion in their local community.

Outcome 4

Outcome 4 - Unemployed Harrow residents experiencing severe and enduring mental health problems (beneficiaries) will have an increased take-up of training and employment opportunities

Target – 72 beneficiaries self-report increased take-up of training or employment opportunities through Head For Work and 30 beneficiaries self-report increased take-up of training or employment opportunities beyond Head For Work

3. The Rationale for the Project

Overall Aim of Mind in Harrow

Vision

We won't give up until everyone experiencing a mental health problem gets both support and respect.

Mission

We provide information and support to empower anyone experiencing a mental health problem from all our local communities. We campaign together with people experiencing mental health problems to improve local services, raise awareness, and promote understanding.

Values

Open: We reach out to anyone who needs us.

Together: We're stronger in partnership.

Responsive: We listen, we act.

Independent: We speak out fearlessly.

Unstoppable: We never give up.

Mind in Harrow works to improve the quality of life of people who have experience of mental health problems and live in Harrow. They achieve this by:

1. Providing direct services, including Advice, Information and Signposting (Helpline, On-line Mental Health Directory, Borough-wide BME mental health awareness campaign, booklets & workshops), Befriending, Outings group, Education & Training (Stepping Stones education and leisure courses, accredited Certificate in Mental Health Awareness training), support into employment (Expert Perspectives in Training project, User opportunities within Mind in Harrow, Excite project), psychological therapies in primary care.
2. Ensuring that the views of those with experience of mental health problems are heard in the borough via User Led projects. Harrow User Group is one of the largest in the country, User representatives involved in local mental health staff selection, service planning and delivery. Run Patients' Council, develop and deliver Expert Perspectives trainings.
3. Campaigning for better services, education and employment and challenging stigma and discrimination.

The Issue

The project aims to address two inextricably linked problems faced by long-term unemployed adults in Harrow with severe and enduring mental ill-health:

- A lack of employment opportunities, and
- Workplace mental health stigma and discrimination.

Unaddressed, these issues become barriers which impact upon a person's life chances and ability to be active in their local community and manifest in material and psychological ways including:

- A lack of confidence/self-esteem – preventing individuals from seeking training/employment;
- A lack of qualifications/skills/experience - preventing individuals from finding work
- Difficulty finding training/work opportunities flexible enough to accommodate periods of mental ill-health.

This circular paradigm can be reinforced by employers' ignorance of mental ill-health which perpetuates mental health stigma, discrimination and ultimately, exclusion of mentally-ill people from the workplace.

Evidence of Need

Mind in Harrow provided the following statistics to prove the rationale for their project: People with mental ill-health have the highest "want to work" rate (90%) of any unemployed group, yet the Office For National Statistics (2013) reveals just 20% of working age adults with severe/enduring mental ill-health are employed, compared to 65% with physical health problems and 75% of the general adult population. Moreover, since 2006, government/charity statistics agree <4 in 10 employers would employ someone with mental ill-health. In Harrow, 43% receiving Incapacity Benefit have mental health problems (Job Centre Plus 2011). Harrow Council's Mental Health Commissioner has set a borough-wide 11% employment target rate – which remains 50% shy of the national average. Additionally, it is widely evidenced that war/displacement/trauma/family separation can cause a higher incidence of mental ill-health among BAMER (black & minority ethnic/refugee) communities and that language/cultural barriers exacerbate the link between unemployment and mental health (Government Mental Health Strategy 2011). Harrow ranks 1st nationally for the percentage of new arrival communities 1971-1980 (and 2nd up to ten years ago) and the Census 2011 indicates a majority BAMER population in Harrow – the need for this project is critical.

Stakeholder consultation to shape the project

Between 2010-2013, Mind in Harrow conducted a series of face to face meetings/telephone consultations/focus groups (in community languages where appropriate) with some 320 Harrow BAMER (including Somali/Afghan/South-Asian) mental health service-users, the 400-strong Harrow User Group and analysed 280 feedback questionnaires from the Head For Work 2009-2012. They also conducted an independent evaluation which entailed gathering independent views from a range of stakeholders involved in the last Head For Work Project.

The amalgamated findings revealed "consistent and repeated" service-user experience of (i) difficulty finding/staying in employment (ii) lack of appropriate skills/training/support to find suitable employment (iii) fear/experience of workplace mental health stigma (iv) fear/experience of cultural barriers to finding suitable employment. These findings have been corroborated by local forum discussions with Harrow Council, NHS, Job Centre Plus and nine local voluntary organisations and a sample of local employers.

The findings evidenced that there was no local training/employment project providing a tailored, modular & seamless pathway back to work for Harrow's 4000 residents with enduring/severe mental ill-health.

Political Agenda

National - Head For Work dovetails the Government's 2011 No Health Without Mental Health Strategy whose targets include improving the "unacceptably low" employment rates and reducing the numbers of people with long term mental health problems on incapacity benefit. The benchmark for the Government's National Work Programme indicates a 6% success rate, whilst the Head For Work programme aims to realise 42% increased take-up of beneficiary training/employment 'beyond the project', compared to this. The DOH funded Time2Change Anti-Stigma

Campaign (2009-2013) also advocates that user-led (project beneficiary) training is most effective at challenging mental health stigma.

Regional - The Regional (Central North West London) CNWL NHS Health and Wellbeing Strategy Priorities 2013–2016 aims to improve mental health and wellbeing “through employment opportunities for all”.

Local - In May 2013, Harrow Council's Mental Health Commissioner confirmed in writing, stating there is inadequate provision in this regard for people with long-term mental ill-health. Additionally, there is no local mental health awareness training to redress workplace mental health stigma/discrimination/ exclusion. The project will also contribute to Harrow Council's 11% employment target for people with enduring mental ill-health and Harrow Council's Health and Wellbeing Strategy 2012-2016.

Modifying our Approach

Following the evaluation of the Head For Work Project in 2012, Mind in Harrow have taken on board the learning and revised the approach to increase benefits and impact. The new project model adopted:

- Introducing a 4-week taster-courses (LEARN level 1) to increase the project's reach to even more vulnerable beneficiaries to enable them to try out and learn more about the programme before committing to a full accredited training programme.
- Introducing a new LEARN Level 2 'multiple-discrimination/diversity' training module (e.g. mental health and race/age/gender) so beneficiary trainers can better meet the client-facing needs of our expanded (public/voluntary/school) 'work-place' audience.
- Increasing trainee peer to peer and coaching support to increase confidence of beneficiaries and help to improve project completion rates.
- Offer employers a wider range of (free/chargeable) mental health awareness training, including mental health & equalities awareness, to increase employment/vocational opportunities for beneficiaries.

4. The Journey for Unemployed Adults with Mental Health Problems

4.1 LEARN

The Aim

The LEARN training programmes recruits local service users to be trained as Trainers in the area of Mental Health.

Objectives

- Delivering a 4-week introductory course called LEARN level 1 Mental Health Awareness 'Train the Trainer' module to give beneficiaries a taste of the programme before committing to a full accredited training programme.
- Delivering a 12 week LEARN Level 2 Middlesex University accredited Mental Health Awareness 'Training the Trainer' module twice a year.

Target Outputs

- One LEARN 1 Course a year with 12 beneficiaries per course.
- Two LEARN 2 Courses a year with 20 beneficiaries per course.
- 65% of beneficiaries are from BAMER communities

Programme Content

The LEARN 1 course is an introduction to Mental Health Awareness Training programme. The course is designed to raise participant's awareness of mental health and the stigmas, attitudes and perceptions that exist around mental health issues. Participants are also introduced to concepts around training delivery and presentation skills. LEARN 1 was designed as a 4-week introductory programme.

The LEARN 2 course is a 12 week LEARN 2 programme is accredited by the University of Middlesex with a Certificate in Training with a Mental Health Speciality. It focuses on equipping candidates to become a professional trainer with a focus on mental health issues. The course covers a range of topics from personal development, mental health awareness, multiple-discrimination/diversity training and communication skills, and tools and practices to become a professional trainer. In total 3 x LEARN 1 courses and 6 x LEARN 2 courses were run as planned over the three years.

Starting Point on Journey

The course was targeted at unemployed adults with a history of mental health problems, who demonstrated interest in becoming a professional trainer in the area of mental health.

The course was marketed through various methods and participants were sourced from:-

- Secondary Care Services e.g. Day Centres and Community Health Teams – attending staff and resident's meetings to promote project.
- Posters in Harrow GP Surgeries, Pharmacies, Harrow Leisure Centre and Libraries
- Advertised in local supermarkets
- Recruitment Day to invite potential participants to discuss the project.

The projected attracted beneficiaries aged between 25-64 years who were broadly representative of Harrow's beneficiary groups. Interested participants were offered an interview and initial assessment to establish learning learners and special support needs.

In total 64 individuals enrolled on the course in Y1 and 2 of which 58% were from a BME origin (compared to a target of 65%). Their motivation to participate on the programme was down to one or more of the following reasons:-

- **Personal relationship to mental health** – the majority of participants had a personal connection with mental health issues either through their own lived experience or the lived experience of a close family member or a personal connection of theirs.
- **Personal development** – one of the objectives of Head for Work is focused on increasing people’s employability and some course participants recognised the potential of the course for assisting with their employability and skills.

Equality Information related to Beneficiaries

Percentage %			
	Year 1	Year 2	Average
Ethnic Background			
White			
English / Scottish / Welsh / Northern Irish / UK	33	50	41.5
Irish	0	12	6
Gypsy or Irish Traveller	0	0	0
Any other white background	0	0	0
Mixed / Multiple ethnic groups			
Mixed ethnic background	6	7	6.5
Asian / Asian UK			
Indian	37	26	31.5
Pakistani	0	0	0
Bangladeshi	6	0	3
Chinese	0	0	0
Any other Asian background	0	0	0
Black / African / Caribbean / Black UK			
African	3	1	2
Caribbean	12	3	7.5
Any other Black / African / Caribbean	0	1	0.5
Other ethnic group			
Arab	3	0	1.5
Other	0	0	0
Total	100	100	

Gender Percentage (%)			
Male	27	37	32
Female	73	63	68
Total	100	100	

Age Percentage (%)			
0 - 24 years	3	0	1.5
25 - 64 years	94	100	97
65+ years	3	0	1.5
Total	100	100	

Disability Percentage (%)			
Disabled	100	100	100
Not disabled	0	0	0
Total	100	100	

Religion or belief Percentage (%)			
No religion	37	81	59
Christian	6	0	3
Buddhist	0	0	0
Hindu	24	9	16.5
Jewish	0	3	1.5
Muslim	3	7	5
Sikh	3	0	1.5
Other religion	27	0	13.5
Total	100	100	

Sexual orientation Percentage (%)			
Heterosexual	100	100	100
Lesbians, gay men or bisexual people	0	0	0
Total	100	100	

Detailed age breakdown Percentage (%)			
20 - 24 years	3	0	1.5
25 - 34 years	37	16	26.5
35 - 44 years	24	33	28.5
45 - 54 years	21	29	25
55 - 64 years	12	22	17
65 - 74 years	3	0	1.5
Total	100	100	

Strengths of the Programme

Views of Staff

- **Taster sessions** – the LEARN 1 programme allowed participants to learn more about the project and what the training entailed before committing to the LEARN 2 programme and the accredited qualification. This helped to manage the dropout rate on the second course, as participants were more informed and committed to the second course.

Views of Beneficiaries

- **Competency and skills of staff** – beneficiaries felt that a key strength of the programme was the competency and skill level of the staff involved in training delivery.
- **Style of delivery** – the interactive nature of the training was viewed favourably with beneficiaries finding the training accessible, stimulating and informative.

- **A 'safe space'** – many of those on the course had personal experiences of mental health and felt included, accepted and able to share their stories with others who would understand.
- **Mental Health Awareness** - participants found that the course increased their awareness of both their own mental health and of mental health generally.

Challenges on the Programme

Views of Staff

- **Staff turnover** - there were some issues early on with staff turnover which impacted on some of the early stages of delivery which has meant that there has been an increased workload for later stages.
- **Capacity of resource** - due to the increase in the number of courses being delivered the capacity of staff has been stretched and priority has been given to the training delivery at the expense of other areas of the work.
- **Beneficiary support needs** - many of those accessing the course have additional support needs due to the nature of their mental health issues which can require additional time and input from staff.

Views of Beneficiaries

- **Length of training** - beneficiaries fed back that completion of the course took a long time due to it being delivered on a weekly basis. This was reviewed for later courses in order to allow people to move through the programme faster.

Opportunities for Improvement

Views of Staff

- **Technological advancement** - there is limited use of technology to support the programme and opportunities for streamlining the work of staff through the introduction of social media and digital technology.
- **Capacity for marketing** - the marketing element of the work has not had the priority that it has needed due to the staff member being part time and involved in training delivery and overseeing the accreditation for beneficiaries.

Views of Beneficiaries

- **Review of staff roles and capacity** - beneficiaries were aware of the demands on staff and how this impacted on other areas of the work.

End Point on Journey

During Year 1 & 2, 51 of the 62 enrolled learners (82%) completed the LEARN 1&2 course and to date 33 (53%) achieved accredited trainer status. Based on those who completed the

"LEARN was a lifeline for me. I realised that I was suffering for depression but that most of the stigma lay within me rather than outside."

"I recently applied for and got a job. I told my employer about my mental health issues which is a direct result of my doing this course. I feel much more at peace because my employer is aware."

"I was a nervous wreck when I first joined. It's made me much more confident and I'm now looking for work."

"My brother also attended the course. Previously he would never talk about his mental health issues. He does now and he's found work."

"The course equips you with the knowledge and education to help yourself as well as others."

"The way the training is delivered captures the imagination of both participants and employers."

"We started as total strangers and we ended with tearful goodbyes."

"When I joined I think I was in the gutter; this has helped me to climb out."

"The staff are so personable. Nothing is too much trouble."

"It's life changing."

"I found it really enlightening."

"It keeps people active and gives you something to look forward to."

feedback forms, 34 self-reported increased work-skills and 29 self-reported increased life skills.

The next steps for those who participated on the course include:-

- Progression onto other courses
- Pursue new job opportunities
- Take up volunteer opportunities or paid work as a trainer on the TRAIN programme
- Participate in the ADVANCE Peer Group.
- Opportunities for additional roles with Mind in Harrow
- Moves towards self-employment

Outcomes Experienced by Beneficiaries

Through the research and feedback forms the beneficiaries felt they had achieved the following outcomes as a result of participating in LEARN, with the most commonly cited outcome starting at the top of the list.

Short Term Outcomes

- **Improved mental health** - all of those who had lived experience of mental health felt that their attendance on the course had helped them accept their mental health and they experienced significant improvement in their mental health. For some this was the first time they had accepted or acknowledged their mental health issues. This then helped them to become aware of their needs and how better to manage their mental health.
- **Increased mental health awareness** - participants gained a broader understanding of mental health and some of the stigmas and perceptions in relation to mental health.
- **Presentation and training skills** - participants who completed LEARN 1 and 2 had the opportunity to practice and improve their presentation and training skills.

Medium to Long Term Outcomes

- **Increased employability** - several LEARN participants have gained employment that they feel is as a direct result of the confidence gained through their involvement with the programme.
- **Attitudinal changes** - beneficiaries felt that how they felt about their own mental health and that of other people had shifted significantly. Many referred to the programme as '*life changing*'.
- **Familial and community impact** - beneficiaries were aware that the impact for them also permeated to their families and the wider community as they were able to discuss mental health issues with increased knowledge which then raises the awareness of others.

4.2 TRAIN

Aims

TRAIN provides an opportunity for graduated learners from the LEARN programme to become professional trainers, delivering a series of mental health awareness workshops to employers.

Objectives

- LEARN beneficiaries progress to become trainers to deliver Mental Health Awareness Training sessions to local employers and their workforce.
- Peer to peer support where established trainers mentor newly-accredited trainers.

Programme Content

LEARN beneficiaries recruited to deliver on the TRAIN programme benefited from being involved in:

- Observation opportunities of current trainers
- Induction and training in the delivery of prepared training material
- Opportunity to deliver training workshops on a paid basis for employers

A Programme Co-ordinator managed the trainers and the employer relationship. Their role was to prepare the trainers for delivery, provide a brief on employer requirements and prepare the training material ready for the trainer.

Starting Point on Journey

LEARN participants who successfully achieved their certification could become paid sessional workers for the TRAIN programme. For those learners still working toward their accreditation or who didn't go on for accreditation but completed the course, they were able to become volunteers and observe or assist on courses.

Strengths of the Programme

Views of Staff

- **Diversity of employers** – the ability to attract and deliver to a wide range of employers, especially a corporate, has built the confidence of the trainers and encouraged them to be professional at all times.
- **Public training events** – the delivery of the Wellbeing Event actively got the trainers involved in co-design of content and marketing of the event, and the trainers were very enthusiastic about the whole experience.
- **Engaging trainers in marketing** – during Year 2, the trainers were encouraged to get more actively involved in marketing and promoting the programmes, by directly contacting employers which helped to build the marketing team resource. This has helped to develop a greater skill set and showed them the importance of networking and social involvement with stakeholders.

Views of Beneficiaries

- **Learning from skilled trainers** – participants felt that working alongside staff in delivering sessions allowed them to gain insight into effective training delivery.
- **Pace** - there was recognition that staff had been very accepting of how confident and competent individuals felt in delivering training and people were encouraged and allowed to go at their own pace.

Challenges on the Programme

Views of Staff

- **Additional support needs** – the progression and confidence of the LEARN beneficiaries to realise their full potential as a trainer can be effected by their underlying mental health needs. The

Project Co-ordinator therefore needs to provide this additional pastoral support to help them progress towards training and employment goals.

- **Marketing** - there was recognition that the time dedicated to marketing the training and attracting additional employers had been impacted by capacity.

Views of Beneficiaries

- **Impact evaluation** - there was an awareness that the work undertaken with employers needed to be evaluated in relation to the longer term impact and awareness raising.
- **Marketing** - beneficiaries were aware of the lack of staff capacity and also felt there was a skills gap in terms of knowledge of how best to market the course to employers.

Opportunities for Improvement

Views of Staff

- **Increase capacity** - to include a dedicated marketing team member.

Views of Beneficiaries

- **Harness the skillset of beneficiaries** - beneficiaries recognised that there was more that they could contribute to the programme. However, they recognised that the restrictions on staff capacity limited the facilitation required to coordinate this.

End Point on Journey

During Year 1 & 2, 33 beneficiaries became accredited trainers, against a target of 24.

By the end of year 2, 14 trainers were actively working on the project. 5 active trainers were paid each year for delivering sessions, while others stated a preference to work voluntarily. The frequency of how often trainers were used for workshops depended on their availability, the timing of opportunities or other personal issues. 50% of these trainers were from a BME origin

Outcomes Experienced by Beneficiaries

Through the research and feedback forms the beneficiaries felt they had achieved the following outcomes as a result of participating in TRAIN with the most commonly cited outcome starting at the top of the list.

Short Term Outcomes

- **Improved mental health** - all of those with lived experience who had gone on to TRAIN felt that their continued involvement was significant in relation to their personal mental health issues. This was particularly the case where they presented to employers about their mental health and were met with a positive reaction.
- **Improved training and presentation skills** - TRAIN provided beneficiaries with the opportunity to put their learning into practice and to increase their confidence in their ability to deliver.
- **Peer support** - for those about to progress to TRAIN or who lack the confidence to progress to train they have the opportunity to become involved with the next LEARN course and to provide a role model for new recruits.

Medium to Long Term Outcomes

- **Increased employability** - many of those involved in TRAIN have moved on to gain employment or alternative employment as a result of the increased confidence and skills gained.

4.3 ADVANCE

Aims

ADVANCE focuses on supporting individuals to develop their expertise, confidence, knowledge of training material and support them take the next step in relation to education, training and employment opportunities outside of the Head For Work project.

Objectives

- To provide CPD support called LEARN MORE to recently & previously accredited coaches.
- To provide coaching for newly-accredited trainers to support progression into EET.
- To provide a group for trainers to get together to share learning, knowledge, develop training materials and provide peer support.

Programme Content

To provide a 6-weekly ADVANCE small group offering employability coaching for 24 beneficiaries per year.

Target Outputs

- 24 sessions delivered per year
- 24 beneficiaries engaged per year

Starting Point on Journey

All of the participants on the ADVANCE programme had progressed through the LEARN course. In total 51 % of the 33 accredited trainers from LEARN accessed the ADVANCE support.

Strengths of the Programme

Views of Staff

- **Enabling Co-Production** – the ADVANCE group enables the trainers to come together and contribute to the development of the training material. This empowered the trainers as they used their own experience, knowledge and research to develop materials.
- **Peer Support** – the ADVANCE group has enabled trainers to maintain peer contact, access support and continue learning beyond the LEARN training programmes with the opportunity for it to become a self-sustaining peer support structure.
- **Previous Trainers** – the engagement of accredited trainers from the previous programme provided mentoring and support to LEARN participants, and it also helped to deliver the employer training sessions earlier in the programme as ready qualified trainers were already on-hand.
- **CPD Sessions** – we have delivered ongoing CPD sessions packaged as LEARN MORE to engage and support trainers beyond LEARN 1 & 2 courses, and this has also refreshed learning for previously accredited trainers.
- **Tailored Off-The Shelf Training Packages** – working together to develop a series of off-the-shelf training courses will enable the trainers to sell and reuse training material in the future.
- **Development of Job Club** – the trainers developed a Job Club to support the confidence and resilience building using coaching tools, developing employability skills and arranging guest speakers for their peers. It is hoped that this will become a self-sustaining peer group beyond the life of the project.

Views of Beneficiaries

- **Individually tailored approach** - beneficiaries appreciated the opportunity for the focus on their personal needs, skills and opportunities for development.

Challenges on the Programme

Views of Staff

- **Capacity to support** - providing the required level of attention to the number of individuals involved requires a significant input of time which can be difficult to both find and manage alongside the other demands of the programme.

Views of Beneficiaries

- **Lack of awareness** - not all the beneficiaries were aware of the different stages of the programme or the significance of the stages which led to some confusion.

Opportunities for Improvement

Views of Staff

- **Lead Trainer Handbook** – the team recognise the need to provide more structure and guidance to lead trainers to enable them to take forward training. During year 3 they propose to develop a Lead Trainer Handbook as a reference for the development, promotion and delivery of training.
- **Targeting Employers** – the team have shortlisted a wish list of employers and they aim to market directly to them during Year 3.

Views of Beneficiaries

- **Increase staff capacity** - so that more dedicated time can be found for individual development.

End Point on Journey

Out of the 51 completing the LEARN 1 & 2 courses, 21 have so far self-reported that it has increased their training and employment options beyond Head For Work.

Based on the current status figures at the time of writing this report:

- 5 have progressed into work
- 6 have progressed into education
- 13 had left the project, and progress was unknown
- 5 were on a break from the course.
- 12 were on the Learn 2 programme.
- 13 were active on the project still

In regards to improved mental health and social inclusion, 33 beneficiaries have self-reported improved mental health (against a target of 38) and 37 have self-reported increased social inclusion (against a target of 36).

Outcomes Experienced by Beneficiaries

Through the research and feedback forms the beneficiaries felt they had achieved the following outcomes as a result of participating in ADVANCE with the most commonly cited outcome starting at the top of the list.

Short Term Outcomes

- **Improved mental health** – those who participated in ADVANCE felt it continued to improve their personal mental health.
- **Increased participation** - beneficiaries have developed a job club and a marketing sub group for Head for Work.

Medium to Long Term Outcomes

- **Increased employability** - beneficiaries of ADVANCE have gone on to pursue self-employment opportunities including as self-employed trainers.
- **Attitudinal change** - the attitudinal changes for ADVANCE beneficiaries in respect of their own mental health and that of others had experienced an exponential change that was permeating through different areas of their life.

"My illness had de-skilled me but this has given me real practical skills that can be used in so many different ways."

"The programme builds your self-esteem and self-confidence."

"Before I started this I was on a 3-week pain management programme. I don't feel the need to access it anymore."

"Due to my illness and how I felt about myself I haven't worn a skirt or a dress for years but I've started to now."

"Within the Asian community there is still a lot of stigma around mental health. My involvement here has helped me have those conversations within my community."

"You can feel really worthless but this gives you hope."

"The continuous professional development is about continuing your healing. The process can take years."

"It brings your creative skills out because you start to free your mind."

"The diversity of all the people involved is great and you get to meet people who you would never normally meet."

"If we have less need to access health services through coming here then that's an overall cost saving which should be quantified somehow."

Case Studies

"Amarinder first came into contact with Harrow Mind during a period where she had been sectioned. A member of Harrow Mind staff attended the ward she was on to promote their Stepping Stones activities programme which Amarinder signed up to. From there she also became involved with their befriending scheme before being recruited to the first Head for Work programme in 2008.

The course was of particular appeal to her as it offered an opportunity to gain skills and knowledge in relation to training. Amarinder had previously studied psychology and had done some tutoring in the past which she was keen to pursue further. Therefore an opportunity to train in issues relating to mental health was a good combination particularly given her personal experiences. She commented: "I was really at a complete crossroads as I had hit rock bottom. Because of my experience I understood the issues and had a point of view. The lived experience allows you to see things from a different angle and I was keen to use that to give something back."

Having completed the initial training and gaining the qualification Amarinder took some time out for maternity and was later contacted by project staff to rejoin as one of the lead trainers. During this time, Amarinder had also completed some additional personal development including becoming an accredited coach and courses in mindfulness.

She said: "I'm pretty much self-employed now delivering training in mental health for Mind and for others alongside the one to one coaching. The training with Mind has been great. I've learnt so much from them and the staff who have joined for the second round of the programme have made lots of changes and the training is now much more interactive and fun. National Mind became aware of our work and I now train for them also. I think it makes a real difference having trainers with lived experience because our testimonials are really powerful. The programme definitely helped in my recovery. I used to get very depressed about work but I look forward to it now. I found authenticity."

Amarinder said that her ongoing contact with Mind via the training and the CPD sessions offered via Advance keeps her in touch with developments and policy in relation to mental health and has also helped her develop local networks: "They really encourage you to develop your networks and do your own thing."

Amarinder is currently in the process of applying for a part time role with Mind: "Doing this work feels like you're doing something of value and that you're being valued as you do it. I'm currently also working with my sister who is a yoga teacher looking at how we can work together to organise events, workshops and possibly a retreat."

“Lorraine was encouraged to attend Harrow Mind by a friend of hers who felt that Lorraine would benefit. Lorraine was initially reluctant as she didn't feel that they would have anything to offer her. However, after going along on one occasion she was welcomed by staff members and subsequently contacted about the Training for Trainers course. Lorraine had had to give up her work as an employability adviser due to living with fibromyalgia. She saw the course as an opportunity for her to put her skills to some good use. In addition, Lorraine had just begun to realise that her physical illness was impacting on her mental health and making her depressed.

Lorraine said that on completing the course, which she learnt a lot from, the project then fizzled out due to a lack of continued funding. She was then contacted again after about 6 months when the new project started up and asked if she was interested in coming back as one of the lead trainers and attending sessions focused on her own continuous professional development.

Lorraine said: "We had a session with the staff looking at the training and what we were going to cover. The first session that I delivered was attended by one of my GP's who said that he learnt a lot about my condition as it's not that well known and he also spoke to one of my other GPs about the work I was doing. I was initially pretty nervous as I didn't know how it would be received or if there would be people there that I knew.

I think it's really important that people with lived experience are involved in this training as we know what we're talking about. I've had people in tears in some of my sessions and I've been in tears myself. I've also had people leave the session and then realise that they know someone who has my condition but who is undiagnosed."

Lorraine has subsequently been invited to develop a workshop on fibromyalgia which she has been invited to deliver to other external agencies.

She talked about the impact for her: "Since I started with Harrow Mind I've learnt to manage my mental health issues a lot better. The course gives you a structure, a focus to your day. When people ask you what you're doing you have something to say. It gives you hope. I don't feel like all my suffering has been for nothing. My recovery would have taken a lot longer without Mind being there. Mind are also supporting me through the Advance programme to consider self-employment setting up a retail business. I've also developed a job club for others on the Head for Work programme.

I think the programme is really invaluable. It's made such a difference for people both for us and those who we've delivered the training too. The feedback is so positive and they recommend our training to others. It's been really good and the new staff just transformed it."

5. The Journey for Employers

5.1 TRAIN

Aim

The TRAIN programme for organisations and their employees aims to raise awareness and increase understanding about Mental Health conditions to reduce discrimination and improve management practices in the workplace.

Objective

To deliver training workshops to employers and their employees who have a presence or customer base in Harrow.

Target Outputs

- To deliver between 55-80 sessions to employers
- To engage 1000 employees in sessions, of which 300 aim to be students aged 16 plus.

Programme Content

In regards to the Mental Health Awareness Training sessions to local employers and their workforce. There were four different types of audience identified with a tailored training package developed for each segment:

Audiences

- Working with Young People – A training package focussed on Emotional Well-being and Mental Health was developed for professionals working with young people e.g. Youth Workers and Teachers and delivered in-house for schools and youth organisations . – The training aligned itself to NIACE guidelines and Strategic Board for Harrow’s Young People.
- GP’s and Surgery’s – Providing preventative guidance and advice to GP’s who are seeing patients who suffer from mental health, this training was delivered through 2 group sessions in partnership with Harrow CCG.
- Employees within HelpLine Call Centres – Supporting help-line call handlers, for example within Harrow Council’s Housing Team and the Samaritans, to support them to be able to better deal calls from beneficiaries who may be suffering from mental health issues.
- Companies and Employees Generally – raising awareness about mental health and well-being in the workplace. This training was delivered via in-house workshops but also through a public Wellbeing events organised for a larger number of local employers.

Starting Point on Journey

The profile of typical organisations engaging in the TRAIN programme, were:-

- Employers with a presence or geographically based in the London Borough of Harrow or neighbouring borough’s.
- SME, Public Authority, Education, Non-Profits and Corporate Organisations all participated.
- Attendees were either paid employees or volunteers.

The Marketing officer sourced employers through the following avenues:-

- Partnership with Harrow School Strategic Board – engaged with Special Educational Needs Co-ordinators with schools and Harrow College.

- Wellbeing Event – A large event was organised in Year 1, held at the Council, to raise awareness about mental health and well-being and was attended by 67 people from a range of local organisations. It resulted in over 40 enquiries for training delivery.
- Wellbeing Week – In Year 2 a wellbeing week was run with a range of sessions available and 150 people in attendance.
- Complementary Services – Identified and built a network of complementary partners who are also focussed on mental health and well-being to cross-refer.
- Job Centre and Public Health Authorities – To look at engaging relevant employers involved in supporting beneficiaries with mental health back into work or preventing admission to hospitals.

The marketing officer developed a Training prospectus outlining the different courses on offer to different types of employers.

Reasons for Employers Engaging in the Course

- **Stress management** - employers were keen for staff to have access to ideas as to how they could better manage their own stress in the workplace.
- **Increased awareness of mental health** - employers felt it would be useful for staff or volunteers to have a greater understanding of mental health, how to deal with it and common perceptions.

During Year 1 & 2, 703 employees attended training workshops against a target of 625.

Strengths of the Programme

Views of Staff

- **Utilising budget and resources efficiently** – due to restricted resource it was decided that a larger scale Wellbeing event would be organised for local employers, rather than try to deliver a larger number of smaller in-house workshops. Running this type of event would also raise more awareness and attract a wider audience to participate. The event was held at the Council and 67 people attended from a wide range of organisations.
- **Tailored off-the shelf training packages** – working with the trainers to develop different types of training for different audiences has worked well. Developing a tailored offering has helped to engage and market the courses to specific types of employers and it has contributed towards developing a series of off-the-shelf training courses for future use. Training programmes include Positive Mental Health Awareness, Mindful Workplace, Emotional Wellbeing, Crisis Care Concordant and Mental Wellbeing at Work.
- **Diversity in employer** – there has been an effective marketing and sales strategy for delivering workshops due to defining target audiences and developing tailored packages to meet specific audience needs. They have successfully achieved a diverse employer base as a result and developing a track record amongst corporate, education, health, non-profit and public sector audiences. It was felt that the public events specifically helped to engage SME's who wouldn't necessarily need an in-house workshop.

Views of Participants

- **Trainers with lived experience** - employers felt that part of the impact of the training was having someone with lived experience involved in delivery.
- **Informative and educational** - employers felt that having a specialist provider involved in delivery helped to ensure that the knowledge provided was detailed and relevant.

Challenges on the Programme

Views of Staff

- **Marketing** - capacity issues have impacted on the amount of marketing that staff have been able to carry out and therefore the numbers of employers engaged.

- **Confidence of Trainers** - some beneficiaries are significantly more confident and competent to deliver than others which means that the bulk of the work still rests with staff.

Views of Participants

- **Confidence of Trainers** – the trainers are still developing their confidence and presentation skills and this was flagged through some of the feedback with participants.
- **Impact evaluation** - it was recognised that it was hard to assess the longer term impact of the training for those in the workplace with mental health issues and the management of those staff.

Opportunities for Improvement

Views of Staff

- **E-learning** - there is discussion taking place with employers as to whether they would access an e-learning package alongside the interactive training.
- **Development of trainers** - as the trainers from the LEARN programme become more confident in their delivery they will be able to take more of a lead in future courses.

Views of Participants

- **Bespoke packages** - ensure the programme meets the individual needs of each employer.

End Point on Journey

During Year 1 & 2, 703 employees attended training workshops against a target of 625. From the completed feedback forms, 636 self-reported increased confidence about supporting people with mental health problems in their workplace (against a target of 470) and 652 felt better informed about mental health (against a target of 562), both significantly overachieving the initial targets.

Participants on the course experienced the following outcomes.

Short Term Outcomes

- **Increased mental health awareness** - employers felt that staff gained insight into an issue that is often taboo or not really talked about.
- **Increased resilience** - staff are introduced to concepts around managing their own stress and coping strategies.

Wider Impact

- **Greater awareness of Mind and the work of Mind** - the courses are a good opportunity to raise the profile of the work of both Mind in Harrow and the national organisation

“Useful in all aspects – I think the whole event was excellent and more training like this should be held”

“It was very good, the exercise of post-it notes and how we can deal with situations. I absolutely loved it!”

"Our staff do quite stressful roles with young people and we wanted to offer this as an investment in their well-being."

"It was very engaging and the activities were well prepared."

"Having someone talk about their own experience was really brave and helped people to understand that it can happen at any time but also that you can come through it."

"We had staff in tears when the trainers with lived experience spoke which I think was a combination of sympathy and empathy."

"It can be quite a tricky and taboo subject and they made it accessible."

"I think managers have been better able to deal with situations as a result of the training."

"Wellbeing is quite a big issue in the workplace and we invited them in as part of a wellbeing event."

"Part of the idea was to equip staff with coping strategies which the training covered."

1. Overall Impact

Outputs

Services	Target Y1	Actual Y1	Target Y2	Actual Y2	Target Y1 + Y2	Actual Y1 + Y2	Diff Y2	Target Y3	Total by Y3
LEARN 1									
No of courses	1	1	1	1	2	2	0	1	3
No of beneficiaries	12	7	12	10	24	17	-7	12	26
LEARN 2									
No of courses	2	2	2	2	4	4	0	2	6
No of beneficiaries	20	15	20	25	40	40	0	20	60
TRAIN									
No of sessions	15	7	20	28	35	35	0	20	55
No of employees	250	271	375	430	625	701	76	375	1000
ADVANCE									
No of sessions	8	6	8	6	16	12	-4	8	24
No of beneficiaries	24	8	24	15	48	23	-25	24	72

Mind in Harrow negotiated a change with the Big Lottery Fund for Year 3 to reduce the number of LEARN 2 courses in the final year so that the project staff could focus on achieving the ADVANCE targets for number of sessions and beneficiaries engaged in this aspect of the project.

Outcomes

Outcomes & Indicators	Yr 1	Yr 2	Total Yrs 1+2	Target by Yr 2	Diff by Yr2	Total Target
Outcome 1 - Beneficiaries have improved work and life-skills						
No. completing LEARN 1&2	22	29	51	44	7	66
No. become accredited trainers	12	21	33	24	9	36
No. self-reporting increased work skills	11	23	34	30	4	45
No. self-reporting increased life skills	6	23	29	30	-1	45
No. from BAMER communities	66%	50%	58%	65%	-7%	65%
Outcome 2 - Working people more confident and informed about supporting mental health in the workplace						
No. attending training	275	428	703	625	78	1000
No. self-reporting increased confidence	261	375	636	470	166	750
No. who feel better informed	264	388	652	562	90	900
Outcome 3 - Level of improved mental health and social inclusion for beneficiaries						
No. self-reporting improved mental health	7	26	33	38	-5	57
No. self-reporting increased social inclusion	11	26	37	36	1	54
Outcome 4 - Increased training and employment opportunities						
No. of increased EET options beyond HFW	13	8	21	20	1	30

Achievements against Outcomes

Outcome 1

Outcome - Unemployed Harrow residents experiencing severe and enduring mental health problems (beneficiaries) have better chances in life because they have improved work and life-skills through Head For Work's training and development programme

3 Year Target – 66 beneficiaries (of which 65% are of BAMER origin) complete the LEARN level 1& 2 during the course of the project. In terms of progression 36 progress to become accredited trainers and 45 self-report increased work and life skills.

Achievement by Year 2 – During Year 1 & 2, 51 of the 62 enrolled learners (82%) completed the LEARN 1&2 course of which 58% were of BAMER origin. 33 progressed to become accredited trainers. Based on those who completed the feedback forms, 34 self-reported increased work-skills and 29 self-reported increased life skills.

Analysis – The project is currently on track to achieve and potentially overachieve the desired targets for outcome 1.

By the end of Year 2, 51 have completed the LEARN 1 & 2 Programme against an initial target of 44. The % of those participating from BAMER communities is slightly less than anticipated at 58% as opposed to 65%, and this is believed to be down to the marketing strategy that included public facing marketing channels and attracted a wide interest in the course.

33 of the LEARN 1 & 2 completers have progressed to become accredited trainers by the end of Year 2 against the original target of 24, so this is a significantly higher achievement rate than originally anticipated. It is felt that this is a result of the LEARN 1 programme providing a useful foundation course, helping beneficiaries to make a more informed choice about whether to progress onto LEARN 2.

In terms of the initial impact of the training on the beneficiaries, 34 of participants have self-reported that they have increased work skills, which is above the target of 30 expected by the end of Year 2, whilst a lesser number of 29 participants self-report an increase in life-skills, just short of the target of 30.

Outcome 2

Outcome - The local workforce (employers, employees and students age 16+) will feel better informed about mental health and feel more confident about supporting people with mental health problems in their workplace

3 Year Target - 750 working people will self-report increase confidence about supporting people with mental health problems in their workplace and 900 will self-report they feel better informed about mental health in the workplace.

Achievement by Year 2 – During Year 1 & 2, 703 employees attended training workshops. As a result of attending the workshop, 636 participants self-reported increased confidence about supporting people with mental health problems in their workplace and 652 self-reported that they felt better informed about mental health.

Analysis – The project is currently significantly overachieving its targets for Outcome 2 to engage and support employers and employees to understand and support colleagues with mental health in the workplace.

By the end of Year 2, 703 employees attended training workshops against a target of 625. The momentum of achieving this target is particularly felt to be a result of having packaged training courses to appeal to different target markets and also hosting two public events that have attracted a larger number of smaller organisations that wouldn't have run their own in-house workshops. The team have also successfully engaged a corporate employer, who has engaged them to deliver several workshops for their staff members.

From the completed feedback forms, 636 self-reported increased confidence about supporting people with mental health problems in their workplace against a target of 470, and 652 felt better informed about mental health against a target of 562, both significantly overachieving the initial targets. This is a larger percentage of attendees experiencing a positive impact of the training than originally anticipated in the targets. The delivery team felt that the increase in quality and impact of the training on participants is partly down to using previously experienced accredited trainers from the last Head For Work project, to work alongside newly accredited trainers, as this provided greater confidence and support to them during the delivery. The wider audience involving paying clients - corporate and professional employers, also encouraged the trainers to conduct themselves more professionally.

Outcome 3

Outcome - Unemployed Harrow residents experiencing severe and enduring mental health problems (beneficiaries) have improved mental health and increased social inclusion

3 Year Target – 57 self-report improved mental health and 54 beneficiaries self-report increased social inclusion in their local community.

Achievement by Year 2 – In regards to improved mental health and social inclusion, 33 beneficiaries have self-reported improved mental health and 37 have self-reported increased social inclusion.

Analysis – At the end of Year 2 the project is currently underperforming on its target to improve the overall mental-health of beneficiaries but it has achieved its target in relation to improving the social inclusion of beneficiaries.

In context, improving the overall mental health of a beneficiary and attributing this solely to the impact of this project is a challenging outcome to achieve based on the reality that most beneficiaries have multiple vulnerabilities and challenges that lie beyond the responsibility of this project to solve. This project is focussed on upskilling beneficiaries with employability and life skills but there are other areas of support and factors that are out of the control and responsibility of the project delivery team. Where possible pastoral support and referrals into other services provided by Mind in Harrow has been undertaken to help beneficiaries overcome obstacles they face to progression. It is still anticipated that this target will be achieved by the end of the project as some participants have taken a break and will take a longer to complete outcomes than others over the three years.

Outcome 4

Outcome - Unemployed Harrow residents experiencing severe and enduring mental health problems (beneficiaries) will have an increased take-up of training and employment opportunities

3 Year Target – 30 beneficiaries self-report increased take-up of training or employment opportunities beyond Head For Work

Achievement by Year 2 – Out of the 51 completing the LEARN 1 & 2 courses, 21 have so far self-reported that it has increased their training and employment options beyond Head For Work.

Analysis – By the end of Year 2, the project is on track for achieving outcome 4. The current number of beneficiaries reporting an improvement in their training and employment options beyond the project has slightly overachieved to date. The team have not been able to track the progression outcomes for all of the beneficiaries on the project, but it is known that 11 beneficiaries have successfully progressed into employment and training.

Overall Conclusion

The project is currently on track to achieve its outcomes related to the Big Lottery and overall positive feedback has been received from both beneficiaries and employers. The delivery team have been innovative and entrepreneurial in their approach and have continued to adjust their delivery in response to feedback and internal capacity issues to deliver on their intended outputs and outcomes.

Based on the progress of the project to date, it is clear that there are two main areas of impact emerging from the project:

- 1) Beneficiaries who experience mental health, are personally getting a greater awareness and understanding about their own mental health issues and how to manage it, which has enabled them to acknowledge and accept their own personal situation as well as have the confidence to share their new knowledge with family, friends and potential employers. This has enabled them to feel less socially isolated, it has improved their own mental health, and subsequently help them to also secure employment opportunities.
- 2) Employer and their employees are gaining a greater understanding of mental health and how they can self-manage their own well-being as well as support their peers or clients. Hearing the stories of people who have lived the experience has made a particular impact on the participants.

Identified Best Practice

- **Training format** - the style, content and delivery of the training programme for LEARN and TRAIN has been well received by beneficiaries and employers. It has been seen as accessible, stimulating and informative and tailored to the target audience.
- **Peer support** - the newly trained beneficiaries feel supported and more confident delivering alongside the more experienced trainers in the early stages of delivery and have welcomed the peer support of the ADVANCE programme when focussing on developing their own personal needs.
- **Segmented marketing** - The tailored package courses for different employers has made training relevant and applicable to the different participants, and enabled trainers to specialise in particular areas of interest and delivery relevant to their organisation.
- **Progression opportunities** - the different opportunities available on the project- to engage in the LEARN training, become a trainer on the TRAIN programme and participate in a self-help peer support ADVANCE group have all added additional value and contributed to the improvement in mental health of beneficiaries in different ways.

Learning and Recommendations

- **Use of technology** – the use of technology for delivering training to both employers and beneficiaries was mentioned as an area of potential development for engaging and widening participation and impact.
- **Capacity building** – the beneficiaries on the programme are keen to support the roll-out of the programme more in terms of marketing and delivery and it is felt they could play more of a role in the success of the project if the staff had capacity to support and involve them further in these roles. This has been identified and further work such as creation of Trainer Manuals are on the roadmap for year 3.
- **Marketing and sales** – to help sustain the future of the project, more capacity could now be focussed on marketing and selling training courses into employers based on the success of the project to date and the high number of beneficiaries who have qualified and are keen to support this roll-out. This has been identified and is planned for year 3.

- **Progression outcomes** – it would be beneficial to track the long term outcomes for both beneficiaries and employers to understand the real impact the project makes to these different groups, with a staged evaluation process over a 1-2 year time frame to track progress.

2. Resourcing and Management

The human resources for the project consisted of the following:-

Job Role	Responsibilities
Programme Manager (Full Time)	They will have overall strategic and management responsibility for the project They will line manage and supervise the Head For Work Co-ordinator to assure effective delivery of all project functions including <ul style="list-style-type: none"> - development and management of LEARN/TRAIN/ADVANCE. - beneficiary consultation/participation/progress/review/learning - strategic partnerships - project evaluation - project learning
Project Co-ordinator (Full Time)	The Co-ordinator will have operational responsibility for Head For Work on a day to day basis. They will <ul style="list-style-type: none"> - line manage the Learning & Marketing Officer - develop and manage the delivery of TRAIN and line manage trainers - develop, manage and deliver ADVANCE - develop and manage strategic partnerships - develop and manage project evaluation - develop and manage project learning - be responsible for beneficiary consultation/participation/progress/review/learning
Learning & Marketing Officer (Part Time)	The Learning & Marketing Officer has operational responsibility for LEARN and project marketing. They will <ul style="list-style-type: none"> - develop, manage and deliver LEARN (Levels 1 & 2) - execute project marketing & publicity to secure bookings to deliver TRAIN - administer day to day work with project partners
Lead Trainers	Accredited Trainers from the previous TRAIN programme provided support to new trainers.
Trainers	Paid and volunteer trainers delivering the TRAIN sessions (sourced from LEARN graduates)
Volunteers	Trainers assisted on a volunteer basis administration related to training courses and learners for both programmes.

The role the Programme Co-ordinator was felt to be pivotal to this programme, as they had a continued relationship with the service-users throughout their progression through the different stages of the programme. This individual had to have a variety of skills to fulfil the role required.

A Learning and Marketing Officer was recruited to support the Programme Co-ordinator, to take on the responsibility of develop, manage and deliver LEARN (Levels 1 & 2), as well as executing project marketing & publicity to secure bookings to deliver TRAIN. During year 3, the project is trialling a restructure of roles such that the Learning and Marketing Officer took on responsibility for leading on ADVANCE and the Project Coordinator lead on marketing.

Previously accredited trainers were recruited to support the roll-out of this programme. Eleven initially joined the programme but during the course of year 1, five dropped out due to other commitments.

Trainers were transitioned from the LEARN programme, and by the end of year 2, 14 trainers were actively working on the project. 5 active trainers were paid each year for delivering sessions, while others worked voluntarily. The frequency of how often trainers were used for workshops depended on their availability, the timing of opportunities or other personal issues.

9 volunteers provided 313 hours over the two years (4 hours average per week for 8 months per year plus other ad hoc activities). Volunteers were used to assist on training sessions and provide administration support for training courses and the learners. Their support was seen as vital in providing capacity to manage and deliver the programme.

3. Sustainability Strategy

The following options are currently being explored by Mind in Harrow for sustaining elements of the programme beyond the life of the Big Lottery Grant. They are committed to sustaining the programme due to the positive impact it has had on their target beneficiaries over the last three years.

Mind in Harrow plan to submit an application for a re-designed Head for Work project to the Big Lottery Fund offering several improvements based on evaluation and learning from the past 2 years. For example to improve project effectiveness Mind in Harrow propose to:

- LEARN Level 1: expand this module from once to twice per year, as its introduction has significantly increased beneficiary retention and accreditation rates.
- LEARN Level 2: expand and enhance ICT/digital training requested by beneficiaries as an essential skill to (i) deliver mental health awareness training to local employers & (ii) for future employment opportunities.
- TRAIN: increase paid opportunities for beneficiaries and run an increased range of mental health awareness courses for employers in Harrow/neighbouring areas combined with delivery of complementary e-learning to employers in response to market demand.
- ADVANCE : tailor 6 weekly module to meet each cohort's individual needs; with increased emphasis on peer-support, being user-led & developing more partnerships to facilitate employment opportunities (eg employability skills agencies/local employers etc)
- Reach the most disadvantaged and discriminated against by supporting 14% more beneficiaries and increase access for LGBT/BAMER/aged under 30 years, who evidenced locally and nationally to access less mental health support than any group.

To achieve longer-term sustainability, Mind in Harrow plans to develop in parallel a commercial mental health awareness training business which will take three years to develop. This will include delivery of national contracts locally in partnership with Mind and training workplace 'ambassadors' as accredited mental health trainers to cascade training to their staff teams. If the business grows successfully in the coming years, this commercial training offer could provide employment opportunities for Head for Work accredited trainers. It is anticipated that Mind in Harrow would need to buy-in some commercial training expertise in the first year to help them to develop a viable business model.

There is interest from local stakeholders in the future of the local programme, including backing from local commissioners.

Dr Onteeru Buchi B Reddy (Public Health Strategist) from the Public Health team, said.

"I am aware of the work that Mind in Harrow have been carrying out around Head for Work and I believe that there are opportunities for us to work together in the future. I am interested in developing a bespoke package of training for our staff moving forward and this is something we could work on together. The model I am interested in would be to develop a training for trainer's package so that staff could then cascade the training to other staff members. Mental health has been identified as one of the key priorities as well as workforce health and mental wellbeing and we would be interested in looking at ways that we could work with Mind in Harrow. Moving forward, I think any training needs to have a robust evaluation with baseline data being gathered so that the impact of any packages of training can be properly measured. We would want to look at things like whether the training make a difference to levels of sickness absence. I believe that Mind in Harrow

could add value and we could look at methods of co-production that included input from service users – building on the model developed by Head for Work.”

Additionally, through Mind in Harrow’s project HOPE ‘Helping Our People Engage’, the organisation is already beginning to develop additional user-led training opportunities for people with lived experience of mental health problems to lead on delivery of training to their staff and volunteers. Their accredited user trainers have already designed a User Engagement Training to run every 4 months for new staff and volunteers, for which they are paid, and aim co-design and deliver other training, such as Equality & Diversity

The work of Mind in Harrow overall has also been championed by Lennie Dick at NHS Harrow CCG, and it shows the potential for this project’s model to be replicated across wider services.

“We’ve worked with Mind in Harrow over a number of years, they advocate well on behalf of people with mental health issues and act as a pressure group in many ways to keep those issues in focus. I think they have a key role to play around educating people and removing the stigma that can exist around mental health. Mind in Harrow help people to maintain themselves better in the community and offer important information and advice to both individuals and other agencies. As part of the Head for Work programme they delivered some training to local GPs. We are currently looking at our transformation planning and I would anticipate that Mind in Harrow will have a contribution to make in relation to their area of expertise.”

4. Evaluation Methodology

Economic Change was commissioned by Mind in Harrow in June 2016 to undertake an independent evaluation of the Head For Work Programme delivered over the last two years, with funding from the Big Lottery Reaching Communities Grant.

Economic Change has an established track record in undertaking research and evaluation studies on learning and development programmes working with the public, third, private and educational sectors. We have worked with educational, private, public and third sector organisations to conduct market research, evaluate, design and inform the development and replication of employability support programmes.

Due to limited time and budget available, a focus was placed on compiling and summarising available quantitative and qualitative evaluation data captured through a variety of evaluation methods by the delivery team over the last three years. The process of evaluation took on five stages.

Stage 1: Inception

Stage 2: Framework Development

Stage 3: Data Analysis

Stage 4: Primary Survey Work

Stage 5: Final Report

To complement this data set a series of 10 interviews were carried out by Economic Change with a sample of beneficiaries, employers and employees, delivery staff and stakeholders.

Evaluation Methods undertaken by Mind in Harrow

Beneficiaries will be trained on evaluation methodology and techniques to assure insightful and transparent qualitative/quantitative feedback.

- LEARN – Mind in Harrow measured and track progress to achieve project outcomes in the following ways:
 - Every 6 month's beneficiaries will complete a 'Recovery Star' Survey which facilitates personalised goal-setting by 'progression planning' in areas such as work and life-skills, and a 'Warwick and Edinburgh Wellbeing Scale' which comprises an in-depth mental health clinical-evaluation. Both surveys have been developed by industry specialists and recommended by the Government Mental Health Strategy (2011).
 - A Mind in Harrow questionnaire was completed at the start/progression/end point of the beneficiary journey to track personal progress against project outcomes. The aggregated outcome of these questionnaires will triangulate and measure the "distance travelled" and final outcomes attained.
 - Individual Learning Goal Reviews - Each beneficiary undertakes a personal review with the Training Co-ordinator at the mid and end point of each project module (LEARN/TRAIN/ADVANCE) to identify/break down personal barriers, thus progressing the outcomes they achieve.
 - Diversity data collection is recorded per beneficiary (ethnicity/sex/mental health/employment status et al) to assure 65% -70% BAMER community engagement.
- TRAIN - Employees complete a before and after evaluation for training they participated in.
- ADVANCE – Beneficiaries discuss their personal development through 1:1 coaching with the Project Co-ordinator and also participate in a Beneficiary Group Review. In keeping with Head For Work's co-production partnership model, beneficiaries/project staff undertake 6 weekly planning/review sessions to track and assure outcome.

The approach used by Mind in Harrow was to encourage beneficiaries to self-evaluate their progress e.g. new skills developed, to determine the potential impact and influence of the intervention over a period of time. The questions were aligned with the target outcomes.

An ongoing feedback process was also encouraged with all users through course evaluation forms and verbal discussions in a group and one to one.

Unfortunately, feedback wasn't captured for every programme beneficiary or employee participant involved in the Head For Work programme, thus the evaluation results represent a sample of participants and their respective feedback.