



Economic Change

**Evaluation of the Head for Work Programme
Funded by the Big Lottery Reaching Communities Grant 2009 – 2012**

**Evaluation Report prepared for Mind in Harrow
August 2012**

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1. Executive Summary

Economic Change was commissioned by Mind in Harrow in August 2012 to undertake an independent evaluation of the Head for Work Programme delivered over the last three years, with funding from the Big Lottery Reaching Communities Grant.

The Head for Work Programme aims to increase training and employment opportunities for people with severe and enduring mental health problems, who are unemployed.

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

- Adults who are both (i) disabled by severe mental health problems and (ii) unemployed/economically inactive - A range of services were provided to help them access training 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 programme achieved the majority of its core outcomes over the three years. The headline statistics are as follows:-

- 43 beneficiaries completed the EPIT training course developing a range of new skills
- 21 EPIT beneficiaries became active paid trainers developing a range of new skills and gaining a positive employment experience.
- 28 beneficiaries took further steps into education, training and employment opportunities
- 39 beneficiaries reported improved mental health by the end of the project.
- 90% of beneficiaries self-reporting increased social inclusion
- 88% of beneficiaries felt better able to manage their long term condition
- 93% of staff felt they had increased knowledge and understanding of mental health and felt better equipped to employ or work with a person with mental health problems.

The impact of the programme could have been potentially greater had a larger number of employer workshops been delivered and the number of beneficiaries completing their certificates on the EPIT programme, been higher. These were two targets that experienced a shortfall on the contract and the delivery team took steps to address these failures during the three years with some degree of success. The shortfall in employer workshops had a greater impact overall as it resulted in fewer training opportunities being available for recent EPIT graduates to participate in, which affected their ability to gain practical work experience as trainers.

Despite this however those who did participate in the different services of the programme did experience the outcomes hoped for by Mind in Harrow and as a result both employers and beneficiaries have taken positive steps to tackling challenges faced by adults experiencing mental health problems. Focus should now be placed on seeking continued funding for the programme and securing further employer commissioned TrainAware workshops to help existing trainers and recent EPIT graduates gain the practical experience progress their skills as a trainer.

Summary of Project

The Aim

Head for Work aims to increase training and employment opportunities for people with severe and enduring mental health problems, who are unemployed.

The Objectives

- To increase local employers' knowledge and understanding of mental health, thus reducing discrimination and exclusion from employment
- Create accessible and attractive training opportunities
- Create flexible and manageable employment opportunities
- Create personal planned progression routes to further education, training and employment opportunities of their choice, and support beneficiaries in taking next steps towards achieving these

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.

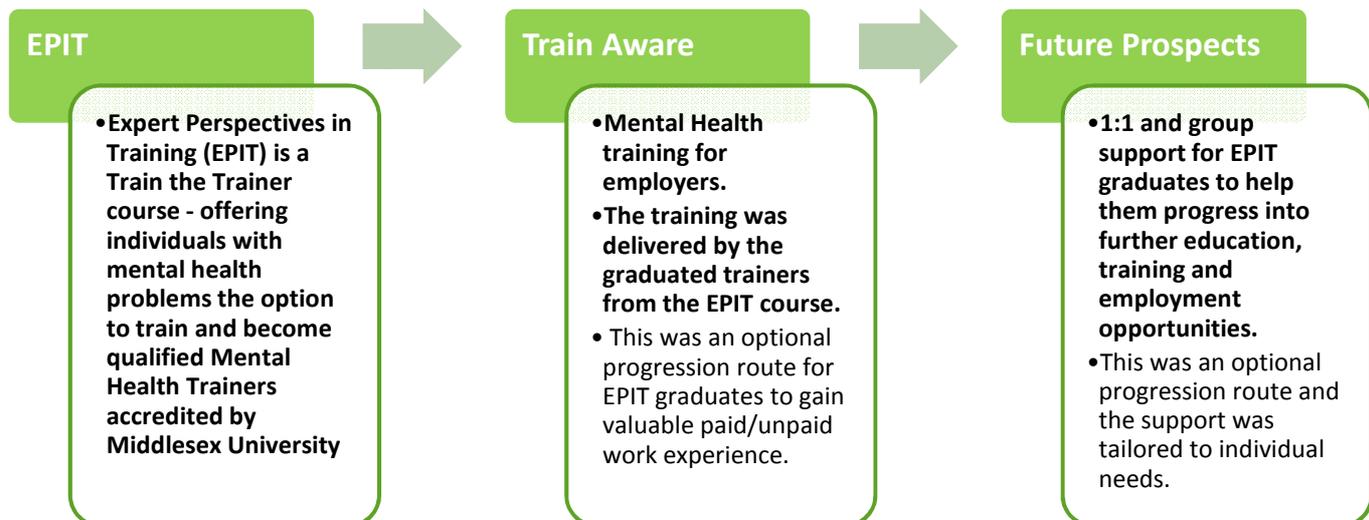
Duration of Project

The Big Lottery Reaching Communities Grant funded the delivery of the contract from July 2009 to June 2012

Content of Project

The Head for Work programme took a top down and a bottom up approach to tackling unemployment amongst adults with mental health, through offering a number of services that focussed on working with both employers and unemployed adults with mental health problems.

Please find a summary of the core services below.



2. Summary of Impact

Outcome 1

Target - 1,080 managers and staff (who attend the trainings) of 90 local companies will gain more knowledge and understanding about mental health (90% of total attendees), and 75% of attendees will feel better equipped to employ a person or work with a colleague with mental health problems, by the end of three years.

Aim - This outcome directly addresses the need for improved mental health knowledge, understanding and information that employers say they don't have, which leads to discrimination and exclusion of people with mental health problems from work opportunities. The outcome is achieved by delivering impactful (because user-led) TrainAware mental health awareness courses to local employers.

Achievement – 799 managers and staff of 51 local organisations attended 63 TrainAware workshops. 93% of participants who completed an evaluation form felt they gained increased knowledge and understanding about mental health (against a target of 90%) and 87% felt better equipped to employ or work with a person with mental health problems (against a target of 75%).

Analysis – The overall number of participants and organisations taking part in the TrainAware workshops was lower than expected and did not meet targets due to the economic climate and the impact on training budgets, a lack of staff resource in the first year, and a geographical remit that limited the pool of potential employers. Despite this, it is evident that the influence and impact of the training exceeded the expected targets, with a higher % of participants self-reporting an increase in knowledge about mental health and confidence to employ or work with colleagues with mental health problems than hoped for.

Outcome 2

Target - 30 more beneficiaries will have better access to further education, training and employment because they will have gained self-confidence, new work-skills, new life-skills and an accredited Certificate in 'Mental Health Awareness' training, by the end of three years.

Aim - This outcome directly addresses the need for people with mental health problem to have better access to training and work opportunities, by providing training and work experience opportunities through the EPIT programme that are accessible (no discrimination, free), manageable (time commitment, 1:1 tailored support), interesting and motivational (draws on their own experience), empowering and which give them qualifications, life-skills and work skills.

Achievement – 43 learners completed the EPIT course against an expected target of 36 and it is expected that 33* learners will achieve the accreditation, against an expected target of 30 (*the final year students are still progressing their accreditations therefore the total number is not yet available). The % of participants self-reporting an increase in attitudinal skills, personal skills and work skills was above the expected target of 85%, with an average figure of 91.5% over the three years.

Analysis – Overall the achievement of this outcome cannot be fully determined until the final number of learners completing their accreditation has been finalised. From the evaluation findings it is apparent that the % achievement rate was lower than hoped for due to some learners not wanting to complete the qualification or dropping out. However Mind in Harrow still anticipate that the target will be met as they took steps to enrol more learners to address the problem.

The feedback demonstrates that 43 participants (against a target of 30) gained new skills and confidence and better access to further education, training and employment from the experience.

Overall it is evident from the evaluation findings that the % of learners on the course have self-reported an increase in skills beyond the expected targets by an average of 6.5%, which is a very positive outcome.

Outcome 3

Target - 25 more beneficiaries will have better chances in life, because they will have gained self-confidence, self-worth, life skills, work skills and positive experience of employment, by the end of three years.

Aim - This outcome directly addresses the need that people with mental health problems find it difficult to access work by providing paid work opportunities through TrainAware that are manageable (time, support), interesting & relevant (draw from their experience) and empowering. Through this paid work they gain life skills, work skills and experience that improves their chances of finding other work and therefore their chances in life.

Achievement – A total of 21 EPIT graduates progressed to become active trainers on the TrainAware programme over the course of three years, which was below the anticipated target of 25. However the number of trainers being paid to deliver workshops met average targets over the three years. On average 97% of these beneficiaries self-reported an increase in attitudinal, personal and work skills against a target of 85%; and 90% of beneficiaries self-reported a positive experience of employment against a target of 85%.

Analysis - The target of 25 individuals becoming active trainers on the TrainAware programme was not met due to one or more of the following reasons:- Some of the learner's deciding not to complete the qualification, the decision for some of the graduates to pursue other pathways rather than become a TrainAware trainer, and the last cohort of EPIT graduates having insufficient opportunity to become active trainers due to the wind up of the programme. The number of paid trainers used per year however did meet the anticipated targets, and the benefits of this experience for those participants clearly demonstrates an increase in personal, attitudinal and work skills and a positive employment experience greater than the anticipated targets on average by 12%.

Outcome 4

Target - 10 more beneficiaries will have taken steps into further education, employment or training (other than as 'Head for Work' trainers), by the end of three years.

Aim - This outcome directly addresses the need of people with mental health problems for support in taking steps towards other education, training and employment opportunities, by providing them with 1:1 support through Future Prospects to develop a personal mapped progression route and take steps to implement it.

Achievement – In total 36 beneficiaries accessed 1:1 support, in line with targets. Of those completing evaluation forms 94% self-reported that the support enabled them to take further steps into EET and a total of 28 took further steps into education, training or employment against a target of 10.

Analysis – The target number of 10 beneficiaries progressing into further education, employment and training was greatly overachieved with a total of 28. The impact of the support on enabling candidates to take further steps was also greater than hoped with a 14% increase on the target.

Outcome 5

Target - 35 beneficiaries (the total number of beneficiaries involved in 'Head for Work') will have improved mental health (self reported and worker rated) by the end of three year project.

Aim - This outcome directly addresses the need of people with mental health problems to improve their mental health and this is achieved through the impact of training and employment which lead to increased self-confidence, self-esteem & self-respect, improved social skills and empowerment which in turn contribute to better mental health.

Achievement –In total 39 of the 46 beneficiaries, who participated in the Head for Work programme, self-reported improved mental health, which is 4 individuals above the expected target.

On average 84% of beneficiaries self-reported improved mental health (against a target of 90%), 90% of the beneficiaries self-reported an increase in social inclusion and 88% were better able to manage their long term condition (both against a target of 70%).

Analysis – The number of beneficiaries with improved mental health conditions exceeded the specified targets due to a higher number of participants taking part in the programme. The failure to meet the target of 90% self-reporting improved mental health was largely put down to circumstances effecting the beneficiaries that were beyond the control of the delivery team. There was definite evidence to indicate however that the programme exceeded targets for helping beneficiaries better manage their long term condition and increase their feeling of social inclusion.

Please find a further summary of targets and achieved outcomes below. For a full breakdown of achievements against targets by year please see Appendix 1.

	Target	Total Number OR Average %	Difference
Targeting Employers			
Outcome 1 - Outcomes of TrainAware courses			
% managers and staff of local companies will have increased knowledge and understanding of mental health and so be better equipped to employ or work with a person with mental health problems	90%	93%	+3
Milestones			
% of attendees feel better equipped to employ a person with mental health problems	75%	87%	+12
No of TrainAware courses	75-90	63	-12
No of Attendees at TrainAware courses	900	799	-101
No of Employer Organisations	90	51	-39
No of new Strategic Partnerships	1	1	0
Targeting Beneficiaries			
Outcome 2 - Outcomes of EPIT Course			
No of beneficiaries will have better access to further education, training and employment by increasing their attitudinal skills, personal skills, and work skills.	30	43	+13
Milestones			
No of students enrolled in EPIT Course	45	60	+15

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No of EPIT Courses	6	6	0
% of students of BME origin enrolled on EPIT Course	40%	69%	+23
No of EPIT students completing course	36	43	+7
No of EPIT students achieve accreditation	30	33 (TBC)	+3 (TBC)
% of beneficiaries self-report increased attitudinal skills	85%	95%	+10
% of beneficiaries self-report increased personal skills	85%	88%	+3
% of beneficiaries self-report increased work skills	85%	93%	+8
Outcome 3 - Outcomes of TrainAware Trainer			
No of beneficiaries will have better chances in life, by increasing their attitudinal skills personal skills and work skills and a positive experience of employment	25	21	-4
Milestones			
No of TrainAware trainers paid on sessional basis	25	26	+1
% of paid trainers from BME origin	40%	68%	+28
% of beneficiaries self-report increased attitudinal skills	85%	95%	+10
% of beneficiaries self-report increased personal skills	85%	99%	+11
% of beneficiaries self-report increased work skills	85%	97%	+12
% of beneficiaries self-report positive experience of employment	85%	90%	+5
Outcome 4 – Outcomes of Future Prospects support			
No of Beneficiaries will have taken steps into further education, employment, or training by three years.	10	28	+18
Milestones			
No of beneficiaries receiving 1:1 Support on Future Prospects Service	36	36	0
% of client group of BME origin receiving 1:1	40%	80%	+40
No of new formal partnership pathways established for EET outcomes	6	6	0
Percentage of beneficiaries self-report that support enabled them to take further steps into EET	80%	94%	+14
Outcome 5 – Outcomes of Overall Support			
No of beneficiaries will have improved mental health by the end of the project	35	39	+4
Milestones			
No of participants completing EPIT and participating in TrainAware	44	46	+2
% of beneficiaries supported self-reporting improved mental health	90%	84%	-6
% of beneficiaries self-reporting they are better able to manage their long term condition	70%	88%	+18
% of beneficiaries self-reporting increased social inclusion by being part of student, work and user-led communities	70%	90%	+20
Other Outcomes			
Total number of people directly benefiting	944	844	-100
Total number of organisations directly benefiting	24	51	+27

3. The Rational for the Project

Overall Aims of Mind in Harrow

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.

Identified Need for Unemployed Adults with Mental Health Problems

Mental health and unemployment are interrelated disadvantages, each contributing to worse outcome in the other, meaning that beneficiaries are some of the most disadvantaged people. At least 40% of project beneficiaries will be from local BME communities, refugees & asylum seekers, reflecting Harrow population. These groups of people face additional barriers to services, training and employment due to barriers of language, culture and experience more severe mental health problems because of life experiences of war, migration, displacement & trauma.

People with mental health problems who are also unemployed, need the right support to overcome barriers to training and work opportunities. 79% of people disabled by mental health problems are unemployed; the highest rate amongst disabilities (Office for National Statistics, 2006). Yet, 58% could work (SEU), if given the right support to overcome the interrelated needs/barriers: Lack of self-confidence, lack of motivation and lack of life skills, including social skills.

Identified Need for Employers

Employers, managers and staff, lack knowledge and understanding of mental health issues, leading to discrimination and exclusion of people with mental health problems from getting into and staying in work. Fewer than 4 in 10 employers would consider employing someone with mental health problems (SEU 2004a)! Half of line managers feel they lack adequate information to manage people with mental health problems (The Work Foundation (2003)). Increasing local employer's knowledge and understanding of mental health and how to support employees reduces discrimination and exclusion (Harrow PCT Vocational Strategy).

'Stress, depression and anxiety are estimated to cause more lost working days than any other illness. The overall cost of mental ill health to employers in the UK through lost production and staff turnover is estimated at £30 billion per year. Positive steps to improve the management of mental health in the workplace should enable employers to save at least 30% of this cost – around £9 billion a year. Other research indicates spending 80p on health promotion and intervention saves £4 in costs due to absenteeism, temporary staff and presenteeism.' www.Mindfulemployer.net

4. The Journey for Unemployed Adults with Mental Health Problems

5.1 EPIT

The Aim

Expert Perspectives in Training (EPIT) Programme recruits local service users to be trained as Trainers in the area of Mental Health.

Objectives

This service directly addresses the need for people with mental health problem to have better access to training and work opportunities, by providing training and work experience opportunities through the EPIT programme that are accessible (no discrimination, free), manageable (time commitment, 1:1 tailored support), interesting and motivational (draws on their own experience), empowering and which give them qualifications, life-skills and work skills.

Target Outcome

30 more beneficiaries will have better access to further education, training and employment because they will have gained self-confidence, new work-skills, new life-skills and an accredited Certificate in 'Mental Health Awareness' training, by the end of three years.

Programme Content

The course is a 10 week programme 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, and communication skills, and tools and practices to become a professional trainer.

In total 6 EPIT courses were run as planned over the three years, with 2 courses per year.

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:-

- Mental Health Centres – Wiseworks, Bridge, Marborough Hill
- Word of Mouth
- Client Referrals
- Mind in Harrow Client Database

In total 60 individuals enrolled on the course of which 69% were from a BME origin (compared to a target of 40%). Their motivation to participate on the programme was down to one or more of the following reasons:-

- Rebuilding confidence
- Building communication/training skills
- Interested in a career in training, coaching, counselling
- Gaining a qualification
- Finding employment
- Helping other people with mental health problems

Strengths of the Programme**Views of Staff**

- **Setting Goals** - Learning Contracts were introduced with learners at the start of the EPIT course to help them clarify, focus and share their goals for the programme with the co-ordinator. These learning contracts were used by the co-ordinator as a reference point throughout the journey with the client.
- **Taster Days** - An Introduction Day for the course was introduced to give interested participants further details about the course. This was in attempt to help manage expectations and provide clearer guidance on what the course entailed, with the intention of reducing drop out/non completion rates.
- **Role Models** - Learners were given the opportunity to meet EPIT graduates to talk about their journey after the course, to provide inspiration and reduce fears. This experience helped to increase the trust of participants and the completion rate.

Views of Beneficiaries

- **Attitude Change** - The course helps to challenge and break down stigma. The course is set up to facilitate understanding of mental illness and create an acceptance.
- **Peer Support** - It helped to bring together people who could understand each other and what they were going through.
- **Understanding of Mental Health** - It enabled participants to learn and share about how others experience mental ill health and understand mental health issues more widely.
- **Communication** - The course enabled participants to explain mental health to various audiences.
- **Knowledge and Skills** – The course provided participants with the knowledge and skills to become professional trainers, with a specialism in mental health.

Weaknesses of the Programme**Views of Staff**

- **Time Frame** - Allowing sufficient time for the last cohort of trainees to complete assessment and observe real training in advance of the project completion date.

Views of Beneficiaries

- **Clarity on Outcomes** - Some participants felt that their expectations of the training were different to the actual learning outcomes.
- **Assessment Processes** - Some of the participants felt that having to find a venue and audience for the presentation assessment was daunting, stressful and took away from the learning experience.
- **Accessibility** - One of the venues used was too small and not accessible to those with a physical disability
- **Certification** – Qualification certificates took too long to process following completion of the course.
- **Resources** - The handouts were not provided in time and didn't provide a packaged set of professional notes.
- **Training Content** – It felt was felt by some participants that there was not enough information about how to teach or design training sessions.

Opportunities for Improvement**Views of Staff**

- **Induction Process** - Further details provided to students on the assessment process so they understand what is expected of them.
- **Content Development** – To introduce additional modules that help the participants to further develop trainer skills and specialise in certain topics.

Views of Beneficiaries

- **Assessment Process** - Further clarification of assessment process and criteria provided at the start of the course. Practice presentations to be done in front of the class in regular venue to prepare them for public presentations.
- **Induction process** - Provision of information in advance regarding housekeeping issues such as parking, lunch provision.
- **Course Content** – Ensure consistency between different trainers who are delivering the programme using material and messages that are aligned. Further information about mental health generally and training design & delivery tools should be included within the course content. It was suggested that video clips could be used to showcase real teaching sessions to provide further insight into teaching in practice. New specialist modules could be introduced about certain target client groups/issues so trainers can specialise e.g. cares, mental health awareness, young people and mental health, different cultural/community groups.
- **Learner Support** - More guidance and support could have been provided throughout course, via the trainer or through a peer buddy system. Increase the focus on training content on personal development in the early stages of the course to develop the confidence of participants.
- **Resources** - A professional Train the Trainer manual should be prepared for participant with guidance on further reading/learning. Possible introduction of a virtual learning resource to provide online resources to 'add-value' to the current course, but not replace it.
- **Course Duration** - Introduction of Intro course/taster day for individuals to find out more before signing up to the full course. Option of short and longer length courses for individuals who learn at different rates with an accredited/non accredited option.
- **Progression Routes** - To provide guidance on further training/employment/CV/self-employment support should be an integral part of the EPIT course.

End Point on Journey

All candidates who attended the full course received a completion certificate, and all were actively encouraged to complete work assessments to complete their qualification certification.

43 of the 60 enrolled learners completed the course and it is expected that 33 will complete their qualifications, which is approximately 50% of the total participants.

Within the first and second year, the number of learners achieving accreditation was 80% and 57% of all 'completers' respectively. The final number of learners to achieve their accreditation is yet to be determined as the final year cohort is yet to be assessed.

All learners who completed their qualification could progress to become paid trainers on the Train Aware programme, and those that just completed the course could become volunteer trainers.

Unfortunately the number of learners completing their full qualifications wasn't as high as hoped and different strategies were adopted to help improve this situation. Such strategies, included:

- Increasing the number of enrolments on the course in the first place
- Introducing a full induction day for new learners to provide further detail on what the course entails
- Giving the learners the chance to meet EPIT graduates to inspire them about progression routes that can be achieved.

Some of the reasons for non-completion of the accreditation were beyond the control of Mind in Harrow, such as personal issues at home.

For those that completed the course, the following outcomes were experienced:-

Short Term Outcomes on EPIT Programme

Attitudinal Skills

- Improved management of own condition
- Improved attitude towards own mental health
- Improvement in areas of spirituality and meaning of life
- Feeling more content
- Increased confidence
- Increased self-esteem
- Increase in meaningfulness
- Increase in sociability and desire to engage with community.
- The course has provided focus and routine

Personal Skills

- Increase in social relationships and over all contentment
- Increase in self-esteem
- Improved punctuality
- Improved emotional literacy
- Improved planning and organisation skills.
- Reduced isolation
- Increased engagement in other activities.

Work Skills

- New or improved presentation skills
- New or improved facilitation skills
- New or improved team work skills
- New or improved planning and organisation skills.
- New or improved training skills

Medium - Long Term Outcomes

- Gained a qualification
- Recognition from qualification amongst others.
- Renewed motivation in different areas of life.
- Stepping stone for further development
- New Friendships
- Reduction of self stigma
- Confidence to present and facilitate in public
- Increased self-confidence and positive attitude.

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

- Progression onto other courses e.g. PTTLs, NLP
- Pursue new job opportunities
- Take up volunteer opportunities or paid work as a trainer on the Train Aware programme
- Access support on the Future Prospects programme

“It has helped to aid my recovery by getting me out of bed every day.”

“I now have a positive outlook. I do not let things that are out of my remit bother me.”

“Having a focus and new interest, had a chance to pursue my dream of being a trainer. Gained confidence and with regular support feel better.”

“The course was a real confidence booster as I’ve achieved something I didn’t think I could do. The feedback from the general public about my assessment presentation was amazing.”

“I was able to regain my self esteem, confidence and ability to perform well as a trainer.”

“I feel more confident, more organised, with better time management.”

“John suffered from anxiety and depression as a teenager, but has moved on and has been stable for some years. However he was finding that was becoming directionless and not as social as he had been. He attended the EPIT training and found the course helped him come to terms with the stigma of mental illness. It made him more stable and has given him direction. He now feels more social and is actively looking for employment whilst building up his skills and knowledge as a trainer by attending further training and volunteering.”

“I now know I am a good person in society and my mental health is not a negative (bad) thing.”

Overall Conclusion and Recommendations

Achievement against Targets

Target Outcome - 30 more beneficiaries will have better access to further education, training and employment because they will have gained self-confidence, new work-skills, new life-skills and an accredited Certificate in 'Mental Health Awareness' training, by the end of three years.

In summary, 43 learners completed the EPIT course against an expected target of 36 and it is expected that 33* learners will achieve the accreditation, against an expected target of 30 (*the final year students are still progressing their accreditations therefore the total number is not yet available).

Of these beneficiaries,

- 95% self-reported an increase in attitudinal skills,
- 88% self-reported an increase in personal skills and
- 93% self-reported an increase in work skills.

These were all above the anticipated target figures.

Overall the achievement of this outcome cannot be fully determined until the final number of learners completing their accreditation has been finalised. From the evaluation findings it is apparent that the % achievement rate was lower than hoped for due to some learners not wanting to complete the qualification or dropping out. However Mind in Harrow still anticipate that the target will be met as they took steps to enrol more learners to address the problem.

The feedback demonstrates that 43 participants (against a target of 30) gained new skills and confidence and better access to further education, training and employment from the experience.

Overall it is evident from the evaluation findings that the % of learners on the course have self-reported an increase in skills beyond the expected targets by an average of 6.5%, which is a very positive outcome.

Identified Best Practice

- Overall the course was very well received by the participants as they enjoyed the experience, the content and the outcomes.
- The introduction of the Introduction Days helped to increase understanding of the course and the required expectations which has reduced drop out/non completion rates.
- The opportunity to meet programme graduates, observe and progress into real training opportunities was found to be incentive for many of the participants to complete the course.

Learning and Recommendations

- The development of a professional trainer manual and virtual learning environment could be developed to better present the resources provided to students on the course.
- There is an opportunity to further develop the content to provide additional trainer skills and specialist modules based on feedback from the learners.
- Provision of more one to one support to help the learners prepare for the assessment experience and overcome confidence issues to increase completion rates.
- Integration of Future Prospects support into the EPIT programme to help learners plan their next steps of progression.

5.2 TrainAware

Aims

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

Objectives

This service directly addresses the need that people with mental health problems find it difficult to access work by providing paid work opportunities through TrainAware that are manageable (time, support), interesting & relevant (draw from their experience) and empowering. Through this paid work they gain life skills, work skills and experience that improves their chances of finding other work and therefore their chances in life.

Target Outcome

25 more beneficiaries will have better chances in life, because they will have gained self-confidence, self-worth, life skills, work skills and positive experience of employment, by the end of three years.

Programme Content

Trainers recruited onto the TrainAware programme would benefit from:-

- 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. The co-ordinator also attended and observed every workshop.

Starting Point on Journey

EPIT learners who successfully achieved their certification could become paid sessional workers for the TrainAware 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.

Between 7 and 11 active trainers were paid each year for delivering sessions. The frequency of how often these trainers were used for workshops depended on their availability, the timing of opportunities or other personal issues. 68% of these trainers were from a BME origin, which was 24% higher than the anticipated target.

Strengths of the Programme

Views of Staff

- **Personal Support** - The co-ordinator had to have the skills to anticipate and monitor the mental health of the trainers, who may be subject to their own conditions, especially if they got nervous or worried about delivery.
- **User-Led Design and Development** - Trainers have worked in groups to review training material to keep it fresh and current and design new course. Monthly planning and discussions sessions have provided peer support and empowered trainers to utilise their training skills outside of the Mind in Harrow environment.
- **Progression Opportunities** - Steps have been taken within the last year to appoint Lead Trainers, from the cohort of EPIT graduates who have gained substantial experience over the three years. The lead trainers are being encouraged to shape future delivery and work independently to continue the delivery of the training packages.

- **Sustainability** - Engaging with the lead trainers has helped to devise a strategy for continued development and sustainability of the training.
- **Continued CPD** – CPD sessions were held for trainers on the topics of evaluation methods and vulnerable adults, to ensure there was an understanding and confidence in dealing with these areas.

Views of Beneficiaries

- **Confidence** - The opportunity provided a platform of recognition and the opportunities to train and present were gradually increased in size and importance as confidence of the trainers grew.
- **Training** – The co-ordinator spent time briefing the new trainers on the training material and provided an opportunity for newly qualified trainers to observe training by existing trainers before delivering training themselves.
- **Experience** – The opportunity helped to put the learning into practice, by providing experience in public speaking and facilitation. This all contributed to the beneficiary's CV. The whole experience provided an achievable step for beneficiaries, before they progressed to seek external professional opportunities as a self-employed or employed trainer.

Weaknesses of the Programme

Views of Staff

- **Non-Completion of Tasks** - Trainers not asking attendees to complete evaluation forms at the end of the programme, resulted in evaluation data being lost.
- **Observation time** – Not being able to provide sufficient number of opportunities for new trainers to observe existing trainers.

Views of Beneficiaries

- **Lack of Opportunities** – There was an insufficient number of opportunities for all of the new trainers to observe sessions and become active trainers due to the smaller number of employer focussed workshops delivered than originally planned.

Opportunities for Improvement

Views of Staff

- **Framework for Quality Control** - The co-ordinator should put in place a sampling framework for observation and quality control rather than observe all sessions.
- **Trainer Induction Process** - Putting in place a formal Trainer development programme for new trainers. This would require them to observe a minimum number of experienced trainers delivering sessions and to conduct practice sessions before delivering any workshop directly to clients. This would help to gain valuable experience and confidence to enable them to deliver independently.

Views of Beneficiaries

- **Preparation** - To format observation time and delivery of training into the EPIT training program. Creating compulsory practice sessions for people to attend before becoming sessional/lead trainers.
- **Continued CPD** - Providing refresher training at 3 to 6 monthly intervals
- **Progression Route** - Creating a lead trainers program for people to build their skills and deliver training as a senior trainer once a certain no of hours have been completed.

End Point on Journey

Overall Outcome

A total of 21 EPIT graduates progressed to become active trainers on the TrainAware programme over the course of three years, which was below the anticipated target of 25. However the number of trainers being paid to deliver workshops met average targets over the three years. On average 97% of these beneficiaries self-reported an increase in attitudinal, personal and work skills against a target of 85%; and 90% of beneficiaries self-reported a positive experience of employment against a target of 85%.

Short Term Outcomes

Attitudinal Skills

- Increase in own confidence and self-worth
- Increased confidence to pursue career goals
- Increased confidence in personal ability to deliver training

Personal Skills

- Ability to relate to others
- Ability to communicate with different levels of management

Work Skills

- New skills, knowledge and education
- The support has helped facilitate a return to employment.
- New and improved facilitation and public speaking skills
- New and improved trainer skills

Medium to Long Term Outcomes

- Progression onto other courses e.g. PTLLS, NLP, Accountancy
- Self employed as a professional trainer
- Secured employment
- Volunteered for Mind or other organisations.

Overall Conclusion and Recommendations

Achievements against Targets

Target Outcome 3 - 25 more beneficiaries will have better chances in life, because they will have gained self-confidence, self-worth, life skills, work skills and positive experience of employment, by the end of three years.

In summary, a total of 21 EPIT graduates progressed to become active trainers on the TrainAware programme over the course of three years, which was below the anticipated target of 25+. However the number of trainers being paid to deliver workshops met average targets over the three years.

“Increased confidence, feeling of achievement – making a positive contribution has increased by feeling of self-worth.”

“It has given me focus and a new interest, and I’ve had the chance to pursue my dream of being a trainer.”

“I have fully recovered since engaging with this programme and many trainer opportunities have come my way.”

“I am able to believe in myself and I have started to run my own talks and sessions on well being and relaxation which I was not able to do for some time. I have also trained as a health trainer for the local NHS and am able to take on promotional public health work from time to time.”

“The trainer experience has been invaluable for building my confidence and CV, which has enabled me to secure new work opportunities as a self-employed trainer and coach, including work with National Mind.”

“From observing a training session in practice I felt I could now achieve my ambition of delivering training, as I had the understanding, skills and confidence to deliver.”

On average over the course of the programme,

- 97% of these beneficiaries self-reported an increase in attitudinal, personal and work skills against a target of 85%; and
- 90% of beneficiaries self-reported a positive experience of employment against a target of 85%.

The target of 25 individuals becoming active trainers on the TrainAware programme was not met due to one or more of the following reasons:- Some of the learner's deciding not to complete the qualification, the decision for some of the graduates to pursue other pathways rather than become a TrainAware trainer, and the last cohort of EPIT graduates having insufficient opportunity to become active trainers due to the wind up of the programme . The number of paid trainers used per year however did meet the anticipated targets, and the benefits of this experience for those participants clearly demonstrates an increase in personal, attitudinal and work skills and a positive employment experience greater than the anticipated targets on average by 12%.

Identified Best Practice

- The opportunity to observe training was welcomed by many of the trainers as it helped them to learn and develop their own skills ready for putting into practice.
- Involving the trainers in the design and planning of the training content has increased their sense of involvement in the experience and participation.
- Providing a clear progression route for the trainers to become lead trainers will provide a series of progression stages for them to work towards.
- Overall the experience of TrainAware has met the needs of the active trainer who have successfully been able to observe and deliver.

Learning and Recommendations

- Introducing a formal Trainer development programme consisting of observation, training design and practice presentations to help prepare the newly qualified trainers to become independent.
- To become more attuned to the challenges facing trainers who may be suffering from their conditions or lacking the confidence, as this may impact the quality of delivery.
- Introducing a formal trainer feedback process with the co-ordinator, based on the participant feedback forms and their own feelings about how the session went. To refuse future participation of any trainer who didn't ask their course participants to complete feedback forms.
- Overall an increase in workshops opportunities are required for new trainers to observe and deliver sessions to fulfil the needs of all those graduating from the EPIT course.

5.3 Future Prospects

Aims

Future Prospects focuses on supporting individuals to take the next step in relation to education, training and employment opportunities outside of the Head4Work project.

Objectives

This outcome directly addresses the need of people with mental health problems for support in taking steps towards other education, training and employment opportunities, by providing them with 1:1 support through Future Prospects to develop a personal mapped progression route and take steps to implement it.

Target Outcome

10 more beneficiaries will have taken steps into further education, employment or training (other than as 'Head for Work' trainers), by the end of three years.

Programme Content

The programme offered a tailored programme of one to one support and group workshops to help participants decide their next steps and develop new employability skills.

Participant's on average took up 3 x one to one sessions, and also had the opportunity to attend workshops that covered topics such as Preparing a CV, Starting a Business, Marketing Skills etc.

Starting Point on Journey

All of the participants on the Future Prospects programme had progressed through the EPIT course.

In total 36 of the 60 EPIT participants accessed the Future Prospects support. This figure was inline with the original target, of which 80% were from BME origin, which was double the anticipated target.

They accessed this support service to help them achieve the following goals:-

- Continuing training
- Gaining further skills
- Finding a job

Strengths of the Programme

Views of Staff

- **Group Activities** - Organising a range of group courses e.g. start your own business, CV workshop and marketing skills.
- **Continued Engagement** - Setting up an email group with current trainers to make them aware of courses and opportunities.
- **Peer Support** - Set up of formal peer support networking

Views of Beneficiaries

- **Goal Setting** - The support provided the know-how, identification of skills and support to forward plan
- **Structure** – The sessions provided structure and focus to take next steps
- **Support** – The meetings with the adviser provided incentive and encouragement to pursue career ambitions. Peer support and inspiration was also gained from the group sessions.

Weaknesses of the Programme**Views of Staff**

- **Referral Partnerships** - Overall, many of the referral partnerships were realised, but in some cases partnerships struggled to be realised for the duration of the programme due to funding and restrictions. For example, the end of funding for certain initiatives meant service provision of partners was changing throughout the three year period; and funding requirements of some partners required different outcomes with additional administration and management of referrals which was not a practical task to implement.

Views of Beneficiaries

- **Consistency of Support** – During the course of the last year the co-ordinator changed and some of the participants would have preferred the same person to deliver the EPIT course and Future Prospects support as they felt they had developed a relationship with the tutor.
- **Support Package** - Beneficiaries felt more than one session was required to ensure accountability and continuation of support. Typically beneficiaries in year 1 and 2 received more than one support session but not in year 3 due to limited time available.

Opportunities for Improvement**Views of Staff**

- **Evaluation Process** - Refining the evaluation process to capture consistent outcomes over the three year period.

Views of Beneficiaries

- **Follow up/review support** – Providing follow up sessions within 3-6 months would add focus and review and help beneficiaries to measure their achievement.
- **Group sessions** – Peer support and inspiration and would link employment and information workshops regarding progression routes
- **Trainer Support Group** – Providing a regular meet up for graduates so they can continue their CPD, share learning and training experiences as well as offer peer support.

End Point on Journey**Overall Outcome**

In total 36 beneficiaries accessed 1:1 support, in line with targets. Of those completing evaluation forms 94% self-reported that the support enabled them to take further steps into EET and a total of 28 took further steps into education, training or employment against a target of 30.

The Future Prospects Programme linked in with a number of partner organisations to help the beneficiary progress. Formal partnerships were established with the following organisations:-

- Business Link – Starting your Own Business Courses
- Harrow College – PTTLS Course
- Jobs in Mind
- Groundswell
- National Mind
- Job Centre – Job Opportunities
- Harrow Mental Health Vocational Partnership Group – Strategic Network of Contacts
- Harrow Council Xcite Project

Short Term Outcomes

- Helped to explore future avenues
- Opened up alternative opportunities
- Provided structure to plan and take ideas forward
- Helped to identify skills and how to develop them further
- Opportunity to share and learn from others
- Helped to provide focus

Medium to Long Term Outcomes

- Trainers are already undertaking or planning to develop their training skills by applying to do PTTLs (Preparing to Teach in the Lifelong Learning Sector).
- A couple of the trainers have completed PTTLs and are also training to become assessors.
- Trainers have become self-employed freelance trainers
- Secured employment
- Participating in further courses
- Taking up volunteering opportunities
- Improvement in their lives overall, routine, shopping, social life, friendships and spirituality.
- Increased social inclusion through social, work or user-led communities.
- Better able to manage their long term condition.

Overall Conclusion and Recommendations**Achievements against Targets**

Target Outcome - 10 more beneficiaries will have taken steps into further education, employment or training (other than as 'Head for Work' trainers), by the end of three years.

In summary, a total of 36 beneficiaries accessed 1:1 support, in line with targets. Of those completing evaluation forms:-

- 94% self-reported that the support enabled them to take further steps into EET and
- 28 took further steps into education, training or employment against a target of 10.

Overall, the target number of 10 beneficiaries progressing into further education, employment and training was greatly overachieved with a total of 28. The impact of the support on enabling candidates to take further steps was also greater than hoped with a 14% increase on the target.

Identified Best Practice

- Tailoring a support package to individuals helped to meet client need and provide the support they required in a flexible way.

“I am kept in the loop about new trainer opportunities via email and feel confident that I will be kept informed about new opportunities that are available to me.”

“The sessions have provided incentive and encouragement to progress my career ambitions.”

“I’ve developed ideas for a business start up and have received invitations to attend and participate in other initiatives within Mind which has enabled me to make new friends.”

“The experience has encouraged me to go back to learning and go back to college.”

“I would have liked more than one session to help keep me on track.”

“Having the same person deliver the EPIT and Future Prospects programme provides trust and a relationship that continues throughout the whole journey.”

“It would be valuable to integrate Future Prospects support into the end of the EPIT programme to provide guidance on next steps.”

- Providing the same point of contact throughout the programme provided continuation for participants and helped to develop a relationship and trust to support progression.
- Introducing group workshops as well as one to one sessions for participants helped to foster peer to peer support following the end of the programme and helped to share knowledge amongst a greater number of learners in maximise time.
- Establishing a mailing list to circulate new opportunities available e.g. training or job opportunities, has helped to maintain relationships with the graduates on the programme and keep them involved.

Learning and Recommendations

- Managing time and resources to ensure consistent opportunities are available for all learners throughout the duration of the programme.
- Encouraging greater peer support following course graduation both online and face to face either formally or led by course participants to provide continued support.
- Integrating Future Prospects support into the EPIT programme to build in next step support straight away and referrals to partner organisations to take next steps.

4.4 Overall Impact

Overall the Head for Work programme aimed to directly address the needs of people with mental health problems to improve their mental health through the impact of training and employment which leads to increased self-confidence, self-esteem & self-respect, improved social skills and empowerment which in turn contribute to better mental health.

Target Outcome

35 beneficiaries (the total number of beneficiaries involved in 'Head for Work') will have improved mental health (self reported and worker rated) by the end of three year project.

Achievement against Target

In total 39 of the 46 beneficiaries who participated in the Head for Work programme, self-reported improved mental health, which is 4 individuals above the expected target.

On average over the course of the programme,

- 84% of beneficiaries self-reported improved mental health (against a target of 90%),
- 90% of the beneficiaries self-reported an increase in social inclusion (against a target of 70%),
- 88% were better able to manage their long term condition (against a target of 70%).

In Conclusion

The number of beneficiaries with improved mental health conditions exceeded the specified targets. The outcome was achieved due to a higher number of participants taking part in the programme than anticipated and the failure to meet the target of 90% self-reporting improved mental health was largely put down to personal circumstances affecting the beneficiaries that were beyond the control of the delivery team.

Overall there was definite evidence to indicate however that the programme exceeded targets for helping beneficiaries better manage their long term condition and increase their feeling of social inclusion.

Social Inclusion

"I made friends with some of the participants and we still contact each other on a regular basis."

"I feel that I have become part of a user-led community where we are able to interact with like-Minded people and socialised as well."

"I have re-connected by attending more community events."

Better Able to Manage Condition

"I have become more confident and less shy."

"I think clearer and have more understanding of my issues."

"I have developed more confidence and strategies for dealing with anxiety."

"Increased self esteem and confidence has made me less depressed. I have a sunnier outlook and I'm able to cope well with my condition."

Improved Mental Health

"My confidence has been renewed. I won't give up on a challenging task. Have been reMinded of what I am capable of."

"I feel I have gained confidence and improved my social and professional network which has aided by mental well-being."

"My mental health has improved immensely. I have less anxiety and I feel supported. "

4.5 Client Case Studies

Tim's story

A middle-aged man from the Black African-Caribbean community had been out of work due to his mental health issues for a number of years and dependent on benefits. When he enrolled on the EPIT course he felt he lacked the confidence he once had when he was employed. Although he did not want to go back into the same industry, he knew he wanted to re-gain his confidence, which had been significantly affected by being out of work and facing discrimination due to being diagnosed with mental health problems. In spite of the difficulties he faced he was motivated and used the tools he gained on the course to reflect on what he wanted to achieve from life.

After only a few sessions, he not only started to regain his confidence but also there were clear positive changes in his physiology e.g. sleep pattern and a new found self-belief, which continued to grow throughout the training. His natural rapport skills also helped him support his peers in a motivational ways. He successfully gained accreditation and is now embarking on a career as a professional trainer, which he will undertake on self-employed basis and has made links with training providers with which to work in partnership. He has been truly inspirational!

Rasmita's story

A young Asian woman who had been out of work for 6 years had started with the project after seeing the flyer in one of the mental health day centres. She contacted the project as she wanted to be part of a group, which would change public opinion towards mental health and challenge stigma among professionals.

After completing EPIT course and becoming an active member of the TrainAware Training Team for 1.5 years, she had gained enough confidence to move away from the project to pursue new life chances. She undertook further accredited training as a Life Coach and then moved on to deliver her own self-employed business. She is committed to inspire change in others and still supports the project on an ad hoc basis.

Tracey's story

A young White British (Irish origin) woman, who was affected by severe mental health issues and was living in a mental health rehabilitation home was, told that she would "never work again due to her condition". As part of her rehabilitation treatment, she decided that she would enrol on the EPIT train the trainer course to help her regain her confidence and self esteem. She was successful in her aim, both completing the course and joining the TrainAware Training Team.

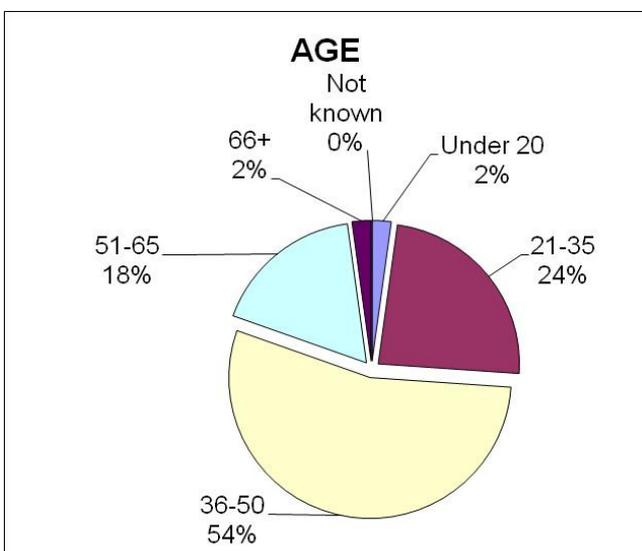
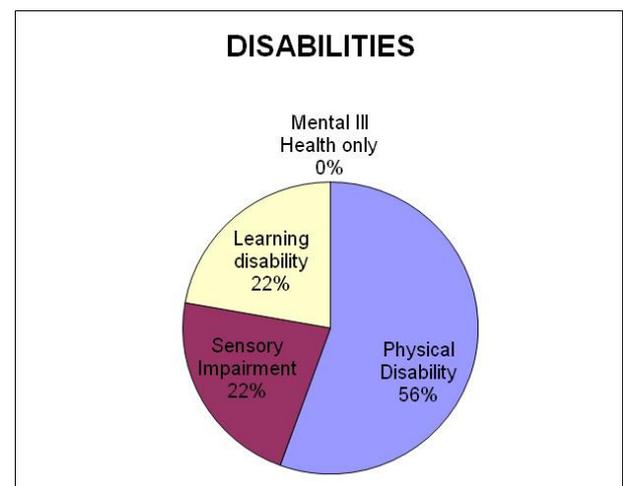
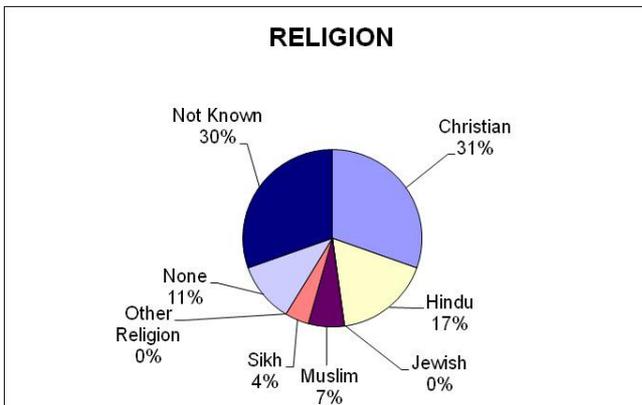
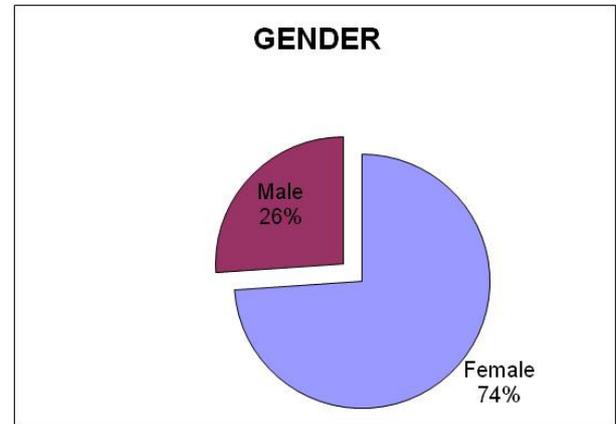
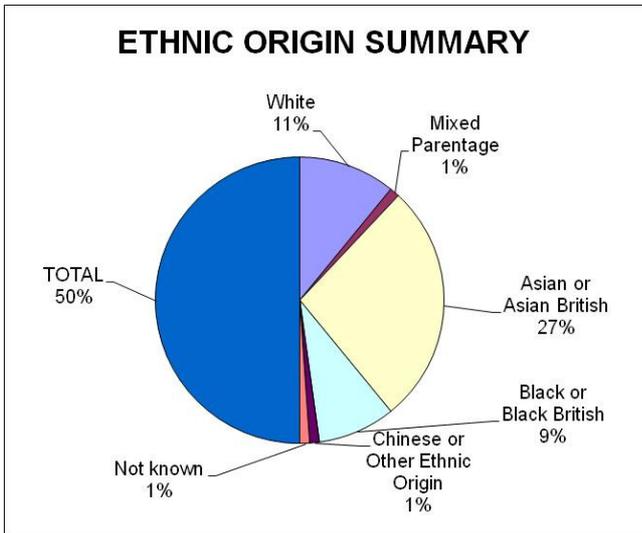
After being with the Team for 1 year she successfully gained part time employment with Mind in Harrow on an employment project called Xcite. When the contract ended she achieved the transition into full time employment with another charity within the area which she continues to sustain. In addition to her full-time job she has also become part of the National Training Programme with Rethink delivering Recovery Training to mental health professionals, thus never leaving her training roots, which she initially started with the Head for Work project.

Raksha's story

An Indian woman in her 30s, who had been born in East Africa, had started the EPIT train the trainer course having been out of work for at least 2 years and lost her previous job when she was sectioned under the Mental Health Act in hospital. She had been deeply affected by the stigma towards her condition from her family and community and had totally lost all self-belief to speak in a group. By the end of 12 week programme, her low self-worth had been transformed into a new found confidence to present her experiences to the group and achieve her accreditation. Until she left the project to move onto further employment, she was of TrainAware's most effective trainers in telling her life story of workplace discrimination, family stigma and then recovery in workshops to employers with participant feedback that she created a lasting impression on a sometimes-sceptical audience.

4.6 Demographics of Beneficiaries

Overall the course has met its accessibility targets by attracting a diverse audience. Please see a summary of the demographics below related to service-users who participated in the course. The programme overachieved on its target of engaging with the BME community, with 69% of its enrolled participants being from a BME community against an original target of 40%. The achievement rate of this target group was also maintained, with 68% of the paid trainers being from a BME group.



5. The Journey for Employers

6.1 TrainAware

Aim

The TrainAware 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 – This service directly addresses the need for improved mental health knowledge, understanding and information that employers say they don't have, which leads to discrimination and exclusion of people with mental health problems from work opportunities. The outcome is achieved by delivering impactful (because user-led) TrainAware mental health awareness courses to local employers.

Target Outcome

1,080 managers and staff (who attend the trainings) of 90 local companies will gain more knowledge and understanding about mental health (90% of total attendees), and 75% of attendees will feel better equipped to employ a person or work with a colleague with mental health problems, by the end of three years.

Programme Content

A series of full or half day courses delivered in-house for organisations including:-

- What is mental health?
- How do we deal effectively with it?
- What are our legal responsibilities
- What cultural issues are likely to affect mental health?
- Diagnosis and stigma
- How do deal with challenging behaviour
- Tips for making your workplace a mentally healthy haven

All participants received a certificate of attendance

Cost for Organisations: £250 - £500 for in-house workshops.

Starting Point on Journey

The profile of typical organisation's engaging in the Train Aware programme, were:-

- Employers based in the London Borough of Harrow
- Small to Medium sized businesses
- Organisations with a social/public mission e.g. health, public, education, care.
- Attendees consisted on paid employees or volunteers of the employer

The Marketing officer sourced employers through the following avenues:-

- Attending events/workshops attended by HR/Training professionals
- Hosting an Information Event in Public Venues
- In-house database of existing organisations and e-bulletin
- Internet search and cold-calling local organisations
- Delivering an Open House Training Day which led to in-house commissions
- Mind in Harrow Employment Co-ordinator

Reasons for Employers Engaging in the Course

- To train staff who are dealing with customers who might have mental health conditions.
- To meet legal obligations relating to HR and Recruitment Policies.
- To increase efficiency of staff and tackle issues related to presenteeism, sickness or absence.

Sales strategy

- Making 'financial savings' from reduced absenteeism or legal discrimination
- Issues related to stress of redundancy
- Issues related to presenteeism
- Issues related to client management/customer service

The typical sales conversion rate was 3-6 month from initial engagement to delivery of workshops. The most sales were made between Feb and July which coincided with the tax year and setting of training budgets.

In total 63 courses were held with 799 attendees from 51 organisations. These figures were below the anticipated figures of 75 courses and 900 attendees from 90 organisations for the reasons detailed below.

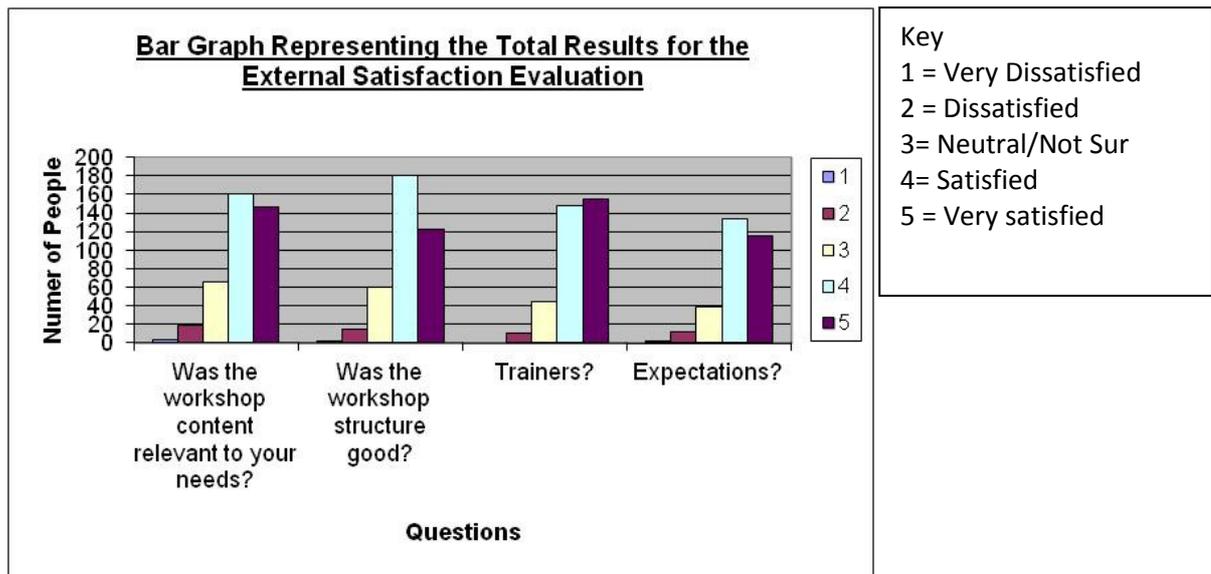
Strengths of the Programme**Views of Staff**

- **Accessibility** - Running both open training courses as well as in-house training courses, increased access to all size of organisations. The open training courses were particularly important for smaller employees who were not able to send all of their employees on a course at the same time.
- **Customer Care** - Providing Pre-Training Consultations and Aftercare Packs for Employers and their employees helped to personalise and add value to the workshops being delivered.
- The experienced trainers really engaged the participants and they were keen to learn more about their experienced.
- **Added Value** - Engaging the services of the Employment Co-ordinator within the workshops helped to add value to the course content for employers.
- **Public Exposure** - Mind in Harrow linked in with the National Mind Campaign 'Mental Health Awareness in the Workplace', to run a public information event in the local shopping centre. This helped engage with over 100 members of the public who were also employees.
- **Partnerships** - A Strategic partnership was formed with the 'Mindful Employer' Initiative, which enabled Mind in Harrow become a recognised training provider for their services. This also added another level of credibility and quality assurance.

Views of Participants

- **Real Life Experience** - User-led trainers were able to share a real life experience with their trainers, which proved to further engage the participants and challenge perceptions.
- It was valuable to understand mental distress from the point of view of those who have experienced it.
- **Added Value** - Bringing in the experience of the employment co-ordinator into the course seemed to be well received as they good provide further detail to employers on their requirements.
- A satisfaction survey was undertaken with participants, which provided a range of feedback on the delivery of the course. In all cases, the ratings were predominantly 4 and 5 representing a high satisfaction in the workshop content, structure, trainings and meeting expectations. Please see the summarised graph below.

Evaluation Report Head for Work



Weaknesses of the Programme

Views of Staff

- **Resourcing** - A delay in recruiting a Marketing Officer due to not finding a suitable candidate, impacted targets being reached in the first year of the contract. To overcome this shortfall two marketing officers were appointed for a period of time in year 2 of the contract.
- **Economic Influences** - In the current economic climate, mental health training was not a priority for organisations and their training budgets.

Views of Participants

- **Variety of Content** - Not enough time and depth on the short workshops, participants expressed that they wanted to learn more.
- **Practical Advice** - Not enough practical advice given on how to support clients, colleagues, relatives with Mental Health issues.
- **Legal Advice** - Legal aspects of Mental Health not covered, related to employment issues and equality

Opportunities for Improvement

Views of Staff

- **Partnerships** - Connecting with other employment services would have helped to achieve targets.
- **Anticipating Trends** - Setting more realistic targets that take into account trends in the economy and the impact they might have, and the impact of staff changes in the last year due to the imminent closure of the project.
- **Off-the-Shelf Courses** – Designing and preparing training material and notes so it can be delivered off-the-shelf to employers by trainers.
- **Debrief with Employers** – Co-ordinators to take on the role of conducting debriefs with employers following the delivery of workshops.

Views of Participants

- **Further Content** - The one day course was just a taster for some employers, and some of the employers wanted a course with greater depth covering 2 days. Suggested content included e.g. signs to look out for, further detail on signposting clients onto further support.

End Point on Journey

Participants on the course experienced the following outcomes.

Short Term Outcomes

- Reduced their fear about mental illness
- Raised awareness about mental health and challenged perceptions
- The training provided understanding and further knowledge on mental health in the areas of causes, symptoms, diagnosis, challenging behaviours, treatments and definition of mental health.
- Greater understanding on how stigma can be created as a result of actions or language.
- Greater awareness of organisations to refer individuals to for further support.
- Changed view of mental health amongst employees to align it to a physical health condition and how it should be treated.
- A better understanding of how to talk and relate to individuals with mental health.

Medium to Long Term Outcomes

- Employer champions for mental health now more confident to train and support employees and volunteers within their own organisation with the support of TrainAware.
- More able to think how to support their employees, colleagues and clients who experience mental health issues.
- Formulate an action plan in agreement with their equal opportunities policy.
- Attendees demonstrated interest to learn more following the initial workshops
- Participating employers re-commissioned training workshops for further staff.

Wider Impact

- Interest in the workshops was apparent from employers outside of the borough, demonstrating a wider awareness of the project and demand for its activities.

Overall Conclusion and Recommendations**Achievements against Targets****Target Outcome**

1,080 managers and staff (who attend the trainings) of 90 local companies will gain more knowledge and understanding about mental health (90% of total attendees), and 75% of attendees will feel better equipped to employ a person or work with a colleague with mental health problems, by the end of three years.

In total, 799 managers and staff of 51 local organisations attended 63 TrainAware workshops.

“Having a trainer who had direct experience of mental health, really engaged the participants to find out more about their experience. It broke down perceptions”

“The delivery was good. The trainers were compassionate and effective in their role, since they had direct experience of mental health themselves.”

“I really enjoyed hearing the trainer’s personal accounts; it gave a glimpse into reality.... something teaching theory cannot achieve.”

“Learning about the language we use without being aware of how hurtful it can be.”

“Very enjoyable session. The teacher’s speech was interactive and strong. The Trainer was kind, open and very interesting. Would like to continue to learn about the subject. “

“I now understand different types of mental health symptoms, triggers, warning signs and how to deal with them.”

“Made me more aware of people and their state of Minds and how to approach them properly with sensitivity.”

‘I now feel better equipped and able to support employees who are suffering with mental health and I’m aware of where to sign post them for further support both internally and externally.”

“More understanding of their condition. Emphasise more with people with mental health illness”

- 93% of participants who completed an evaluation form felt they gained increased knowledge and understanding about mental health (against a target of 90%), and
- 87% felt better equipped to employ or work with a person with mental health problems (against a target of 75%).

In summary, the overall number of participants and organisations taking part in the TrainAware workshops was lower than expected. This was put down to the economic climate and reduced training budgets, a lack of staff resource in the first year, and a geographical remit that limited the pool of potential employers.

However it is evident that the influence and impact of the training that was delivered exceeded the expected targets, with a higher % of participants self-reporting an increase in knowledge about mental health and confidence to employ or work with colleagues with mental health problems than hoped for.

Identified Best Practice

- The approach taken by TrainAware in using trainers with direct experience, directly appealed to the 'social' focussed organisations as they are aligned with the values of learning from those with direct real life experience.
- The use of trainers with direct experience really engaged the audience and generated a greater impact and rapport between the learner and trainer.
- The value of bringing in other experts into the workshops helped to add value to the content delivered by the EPIT graduates to further meet employer needs.
- The workshops have helped employees to develop knowledge and skills to not only work with each other better but also their customers.

Learning and Recommendations

- Providing a greater range of workshops utilising more content or experts to build on the taster workshops to provide greater depth of content as required.
- Developing and providing trainers who specialise in certain sectors to make the training more relevant and tailored to different groups e.g. education v elderly.
- Identify and encourage mental health champions within organisations who will become the main point of contact for Mind in Harrow for re-selling workshops and provide regular briefings to.
- To review the marketing and sales pitch and content of workshops to decide whether to develop a niche service that focuses on working with 'social' organisations who commission employee workshops for the benefit of colleagues and customers, or whether to upscale the branding and workshop offer to make it more appealing to corporate employers.

6. Resourcing and Management

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

Job Role	Responsibilities
Project Manager (Part Time)	Management of Programme Co-ordinator to ensure targets, processes and client satisfaction are being maintained.
Programme Co-ordinator (Full Time)	Recruitment of service users to EPIT Course Lead Trainer on EPIT Course(design and delivery, assessment) Undertaking Assessment Role on Course. Management and liaison with Middlesex University Tutorial and Future Prospect support for EPIT participants Liaison with Employers regarding workshop design and delivery for TrainAware Capacity building and quality management of sessional trainers for TrainAware
Marketing Manager (Part Time)	Marketing and selling the TrainAware mental health workshops to Organisations
Trainers	Paid and volunteer trainers delivering the Train Aware sessions (sourced from EPIT graduates)
Administration	Administration related to training courses and learners for both programmes. Volunteers predominantly used.

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 Marketing Manager was recruited to support the Programme Co-ordinator, to take on the responsibility of engaging with employers to sell TrainAware workshop. There was an initial delay in finding a suitable candidate which had an impact on targets within the first year of the programme. During the second year, a marketing manager was recruited part time, which helped to boost performance against targets.

Trainers were recruited specifically from the EPIT programme, and there was an oversupply of trainers available on a paid or voluntarily basis to deliver workshops. This was due to a smaller number of TrainAware workshops commissioned than planned.

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. The total number of volunteer hours used by the team has unfortunately not been recorded. The volunteers were all graduates from the EPIT programme.

7. 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.

Trainer Co-operative

- Mind in Harrow have actively focussed on building the capacity of the trainers and they are encouraging them to continue to sell and deliver the training packages. They have identified lead trainers who can co-ordinate this effort. These lead trainers are now looking at ways to sustain and manage this offer and the idea of a Trainer co-operative is being explored.

Franchising Model

- Mind in Harrow are actively exploring whether their Head for Work programme can be packaged as a franchise offer and sold to other local minds across the UK. They are currently undertaking a feasibility study into this to explore demand, it's viability and income potential.

Fundraising

- Mind in Harrow are continuing to seek funding to sustain the delivery of the existing programmes in their local area. They are also looking into selling their TrainAware workshops outside of their immediate area to generate income and opportunities for their trainers.

8. Evaluation Methodology

Economic Change was commissioned by Mind in Harrow in August 2012 to undertake an independent evaluation of the Head for Work Programme delivered over the last three 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.

Economic Change, is the consultancy arm of Striding Out CIC, a social enterprise established in 2005.

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

Quantitative data was collected via Enrolment forms, diagnostic forms, attendance sheets, evaluation forms, focus groups and assessment outcomes. The format and content of these methods evolved over time to capture outcomes in a better way.

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. One explanation for this was found to be down to the trainers forgetting to distribute feedback forms at the end of the employer workshops. Steps were taken to rectify this problem by involving the trainers in a workshop about the importance of evaluation tools.