

Swindon Borough Council's Supported Employment Strategy

Health and Wellbeing Board

Date: 10 October 2018

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Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 To seek the Health and Wellbeing Board's approval of Swindon Borough Council's Supported Employment Strategy 2018-2022 and to recommend that both Swindon Borough Council's Cabinet and the CCG Governing Body adopt and implement it.
- 1.2 Swindon Borough Council can play an important role in helping people with additional health and care needs who are in receipt of social care to find and maintain a job. Studies have shown a consistent association between paid employment and better physical and mental health (Public Health England 2018). Our Health and Wellbeing Strategy demonstrates a commitment across the partnership to ensure that everyone in Swindon lives a healthy, safe, fulfilling and independent life and is supported by thriving and connected communities. Many people will achieve this with minimal support, but some people will need help to do so. We recognise work plays a pivotal role in defining an individual's quality of life and should be an integral part of a person's overall life experience. With the right support, employment is an achievable goal for both people with care and support needs and young people leaving care. Our aim is to support these people into real jobs with the same terms and conditions as everybody else including pay, equal employee benefits, safe working conditions and opportunities for career advancement. We recognise that successful outcomes depend on strong and flexible partnership working and some significant cultural change ensure opportunities are available and to enable young people leaving care and adults with care and support needs to explore employment as a way of improving their quality of life. A copy of the strategy is attached as Appendix 1.
- 1.3 This strategy links to:
 - 1.3.1 Priority outcome 2 (adults and older people in Swindon are living healthier and more independent lives); Priority 3 (to improve health outcomes for disadvantaged and vulnerable communities, including adults with long term conditions, learning disabilities, physical disabilities or mental health problems); and Priority 4 (to improve mental health, wellbeing and resilience for all) as set out in the Health and Wellbeing Strategy
 - 1.3.2 Priority 2 (Offer education opportunities that lead to the right skills and right jobs in the right places) and Priority 4 (to help people to help themselves while always protecting our most vulnerable children and adults) outlined in the Council's 2016-2020 Plan: 'Vision for Swindon: How are we going to get there?'

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- 1.3.3 The overall aims and objectives for ensuring vulnerable people are able to access employment is outlined in Swindon's Skills and Employment Strategy 2017-2020.

2. Recommendations

The Board is recommended to:

- 2.1 Approve Swindon Borough Council's Supported Employment Strategy 2018-2022 (attached at Appendix 1 to the report), and support the ongoing commitment to promote the benefits of employing people with additional health and care needs and Care Leavers for both the individual and the employer.
- 2.2 Recommend to Cabinet that it adopts Swindon Borough Council's Supported Employment Strategy 2018-2022.
- 2.3 Recommend to the CCG Governing Body that it adopts Swindon Borough Council's Supported Employment Strategy 2018-2022.

3. Detail

- 3.1 Supporting people with a disability into paid employment is both a national policy and local priority. The Government has committed to support 1 million more people with a disability into work over the next 10 years. The Government's Green Paper (October 2016) 'Improving Lives' highlighted that only 43% of working aged people with disabilities are in employment; 60% of working-age people with learning disabilities say they want to work – only 20% do; the number of people living with disabilities is rising; and working people are healthier.
- 3.2 National research has identified that people who start off working by volunteering or in a sheltered workshop, get stuck in those settings and rarely – if ever – progress into real, paid employment. Evidence also shows there are a range of benefits connected to being in employment including increased independence, improved mental health, and the ability to learn and develop.
- 3.3 National policy proposes a model of meaningful paid employment that uses individual's skills and talents and provides progression. Individuals with care and support needs are placed with an employer with training and support. Support is also available for the employer.
- 3.4 The need for key cultural and transformational change is highlighted and a drive to be more ambitious for disabled people (particularly those with Learning Disability). This includes raising aspirations from a young age and improving transition from education to work is a key area of focus, providing pathways and ensuring good preparation.

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- 3.5 Engagement and gaining commitment from employers – public, private, voluntary sectors is key to achieving the national ambition. There is also a drive to provide more effective employment support for people with disabilities.
- 3.6 Many Local Authorities, including SBC currently invest in services for some groups. A number of Local Authorities are testing new supported employment models through the Innovation Fund.
- 3.7 The Council's overarching vision is to increase the number of Swindon residents with health and care needs (particularly people with special educational needs/disabilities and care leavers) who gain and retain paid employment. The aim is to align Swindon's supported employment offer with the principles of the Government's Work and Health Programme. This means:
 - 3.7.1 Creating a climate of high expectation and aspiration of paid employment for Swindon's vulnerable residents. This requires shared corporate ownership and action from a range of key players from across the local authority.
 - 3.7.2 Ensuring there is effective transition from education (between 16-25 years) into employment and that young people are well prepared for work and have the appropriate support to sustain their employment.
 - 3.7.3 Ensuring there is a robust outcome focused approach to commissioning education, training, housing and support services that address the current barriers to employment, and leads to increased independence and improved employment outcomes.
 - 3.7.4 Engaging with the local business community to ensure that employment opportunities are available for Swindon residents with care and support needs and care leavers across a range of employment sectors, and employers have access to the support needed to ensure employees are successful
 - 3.7.5 Ensuring residents and the workforce have good quality up to date information on the employment services and support available, and that there are well understood pathways into employment in place.
 - 3.7.6 Ensuring the provision of a sustainable supported employment solution which aligns to the Council's priorities and maximises opportunities to use external and funding sources more creatively to deliver best value in terms of cost and outcomes.
- 3.8 The strategy has been informed by national and local policy, views of stakeholders and professionals, and evidence of good practice from effective supported employment approaches for people with additional needs. It outlines a clear direction of travel in supporting Swindon's residents who have additional

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health and care needs into employment. These five objectives will form the basis of our action plan for implementing the strategy:

- 3.8.1 **Objective 1** - Ensure people with care and support needs have direct support to gain and sustain employment and clearly outline the role of Swindon Borough Council and other partners to deliver this
- 3.8.2 **Objective 2** - Ensure job seekers are prepared, confident and motivated to find work
- 3.8.3 **Objective 3** - Ensure employers are confident to employ people with care and support needs
- 3.8.4 **Objective 4** – Ensure the transition process from age 14 fosters a culture of high expectations and provides high quality person centred planning with clear pathways to employment
- 3.8.5 **Objective 5** – Ensure the workforce has the skills, knowledge and competencies to effectively deliver the supported employment offer
- 3.9 The strategy provides detailed headline priority outcomes for each objective which will support the delivery of Swindon's Supported Employment Offer.
- 3.10 The draft strategy was consulted on widely across the partnership and views from users, carers and young people were sought via Swindon SEND Families Voice and the Learning Disability Partnership Board. Overall feedback was positive and the strategy was welcomed, although it was recognised that changing the mind-set to deliver the strategy would be a challenge. The consultation report is attached as an appendix 2.
- 3.11 Enterprise Works (which included an element of supported employment and supported internship) was reviewed against the model outlined in the strategy to support individuals into meaningful paid employment that uses their skills and talents and provides progression. The decision was made to transfer the 'Supported Employment and Supported Internships' arm of Enterprise works to SBC's Skills and Employment Team who have responsibility for implementing Swindon's Skills and Employment Board Strategy. This includes the Building Bridges programme which supports unemployed people make their first steps back to employment. The next phase of work includes the development of a sustainable business model for Enterprise Works to increase income, deliver goods and services efficiently, and to adopt an approach that aligns with the Supported Employment strategy and helps individuals to progress to open paid employment.
- 3.12 A detailed action plan is in development to sit alongside the strategy setting out how we will work in partnership with our key stakeholder to ensure successful implementation. We are in the process of setting specific, measurable, and

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realistic local targets which will be monitored and reported regularly to the relevant partnership boards and council committee meetings.

4. Alternative Options

- 4.1 There are no suggested alternative options. This Supported Employment Strategy is key to delivering better outcomes for individuals living in Swindon with additional health and care needs as we as reduce demand on adult services.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 The Council already provides resources to fund Supported Employment provision. Plans are in place to reduce the cost of such services to the Council and maximise the use of external funding. No further financial resources are being sought at this time.

Legal and Human Rights Implications

- 5.2 Legal and Human Rights considerations have been taken fully into account in compiling this report. It is considered that the recommendations of this report are compatible with Convention Rights

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 None have been identified at this stage

Diversity Impact Assessment

- 5.4 A Diversity Impact Assessment (DIA) has been completed as part of the Adult Social Care Demand Management Programme. No adverse or other significant issues were found. The Supported Employment Strategy will positively impact on vulnerable adults and Care Leavers living in Swindon's community.

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5.5 Risk Management

Risks and mitigating actions have been identified in the Project Plan – SF to confirm terminology. Risk Description	Risk Category	Impact of Risk Being Realised	Impact Score	Probability Score	Risk Index Rating	Risk Realisation Date	Mitigation
Project not delivering the required savings or staying within cost envelope	Commercial / Financial	Replan how to achieve savings	4	2	8	27/06/2018	Regular meetings and close monitoring
Projected income not claimed	Commercial / Financial	Replan how to achieve savings	4	2	8	27/06/2018	Regular monitoring
Project not delivering against milestones	Schedule/Delivery	Delay in benefit realisation	3	2	6	27/06/2018	Regular meetings and close monitoring
Project not delivering against outcomes	Schedule/Delivery	Replan how to achieve savings, Increase in costs to ASC	3	2	6	27/06/2018	Regular meetings and close monitoring
Referrals of priority residents not forthcoming	Schedule/Delivery	Reduction of impact to adult social care costs	3	2	6	27/06/2018	Regular monitoring, engagement plan with teams

6. Consultees

- 6.1 The strategy has been consulted on widely with stakeholders from across the partnership (see consultation report in Appendix 2 for complete list). Key stakeholders who have provided input include: Swindon Borough Council's Corporate Management Team, Director of Adult Social Care, Director of Adults (DASS), Director of Public Health, Head of Social Work, Head of Commissioning (Adults), Head of Transitions, Regulated Services Manager, Head of Finance (Adults), Corporate Director of Children's Services (DCS), Healthwatch and the

Further information on the subject of this report can be obtained from Phillipa Lamb, 07818510484, plamb@swindon.gov.uk

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Voluntary Sector, LD Partnership Board, Swindon SEND Families Voice, Councillor Brian Ford, Councillor Oliver Donachie.

- 6.2 The Director of Finance (Section 151 Officer) and the Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

7. Background Papers

- 7.1 The Council Plan 2016-2020
- 7.2 The Health and Wellbeing Strategy
- 7.3 Swindon's Skills and Employment Strategy 2017-2020

8. Appendices

- 8.1 Appendix 1 - Swindon Borough Council Supported Employment Strategy 2018-2022
- 8.2 Appendix 2 – Supported Employment Strategy Consultation Report