

IPS Into Work

Individual Placement & Support

Impact Report

2019-2021



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Foreword

At WDP, we are committed to supporting the development of resilient communities. Our experience tells us that helping service users to access employment opportunities, and subsequently supporting and sustaining such employment, is a vital part of what we do to achieve this commitment.

We are not alone in having this understanding; it is recognised in [Dame Carol Black's Independent Review of Drugs](#) and its wisdom forms part of the [government's 2021 10-Year Drug Strategy, From harm to hope](#). It is validating and heartening to see investment and plans for the roll out of Individual Placement and Support (IPS) services across England reflected in the government's strategy.

Our own experience, alongside independent review and research, tells us that having our service users securing and remaining in employment is strongly associated with improved drug and alcohol treatment outcomes, including reductions in the frequency and severity of relapses. Delivering award-winning provision has further demonstrated that IPS services can

contribute to greater independence, financial resilience, and new or improved social networks. These gains can strengthen an individual's recovery long after their treatment ends. The impact of these services cannot be underestimated. They are significant and multi-faceted, positively affecting the physical, mental, and social wellbeing of individual service users, their families, and local communities.

We pride ourselves in offering a range of cutting edge, expert-led reintegration and aftercare services for people with drug and alcohol issues, including IPS provision. It demonstrates not only that we mean what we say, but that we do what we say.

This Impact Report showcases some examples of the excellent outcomes and activities delivered by our teams, and these reinforce the need for wider rollout and the associated investment.

Yasmin Batliwala **MBE**

Chair of WDP



Getting a job was one of the best things that could happen to me.

Barnet Service User



What is Individual Placement & Support?

The IPS model was designed more than 20 years ago to help people with severe and enduring mental illness get back into work. It focuses on service users' readiness to find paid work at any time in their treatment journey and puts an emphasis on rapid job searching and working directly with employers to create opportunities that match individuals' preferences. Employment specialists are integrated with the multi-disciplinary team and provide ongoing support to both the individual and employer to ensure employment is sustained.

Find out more here:

<https://ipsgrow.org.uk/what-is-ips/>

IPS Into Work won the 'Transforming Lives' award at the 2021 MJ Awards

Judges said:

"This project supports people with addiction in a dignified and humane way giving individuals the tools and support to help them to transform their lives themselves for the long term."



SSA Annual Conference 2021 poster prize winners

Judges said:

"This was topical and a good evaluation of Individual Placement Support into work and has real world implications for people with lived experience of substance use."



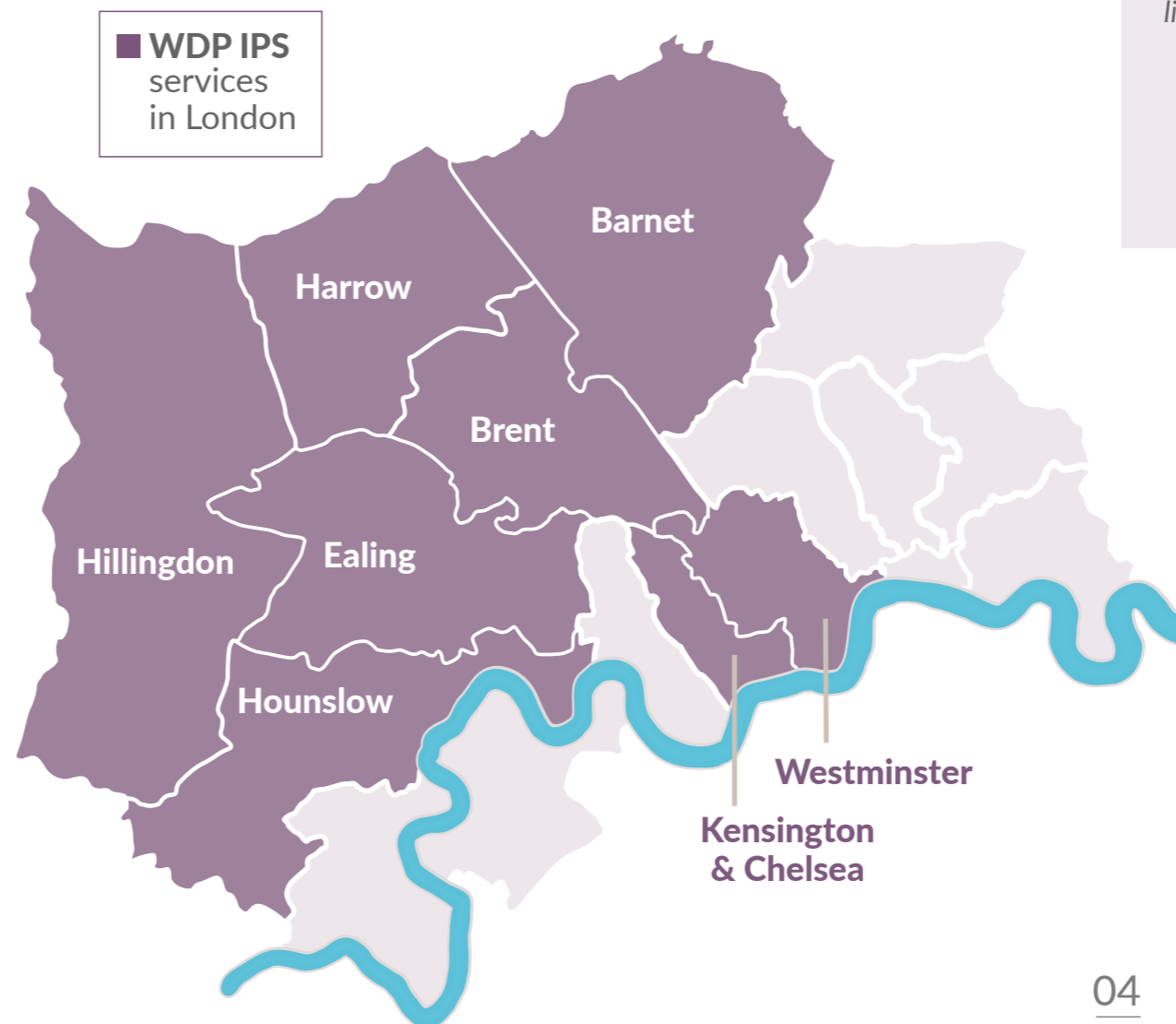
IPS Into Work at WDP

In 2018, WDP was awarded a three-and-a-half-year contract to provide high-quality employment support to over 1,000 people with experience of addiction, using the evidence-based **Individual Placement and Support (IPS)** model.

Our IPS Into Work service focuses on achieving sustainable employment to boost local economies, develop additional talents, reduce stigma, enrich lives, and help create workforces that reflect the diversity of their local communities.

We support people who are:

- Out of work
- Looking for paid employment
- 18+ years old
- Experiencing or who have experienced drug and/or alcohol issues
- Living in one of our contracted service boroughs
- Able to work in the UK



Support into sustainable employment Jan 2019 to Sept 2021

Our Employment Specialists provide personalised and regular 1-2-1 support to our service users; working together to build up their skills and confidence and help them find the type of work that they want.

OVER **800**
ENGAGEMENTS



218 JOB
STARTS

Over
1,400
referrals



80%
Referrals from drug
& alcohol services



36% Job start rate*

38% Job sustainment
at 13 weeks*

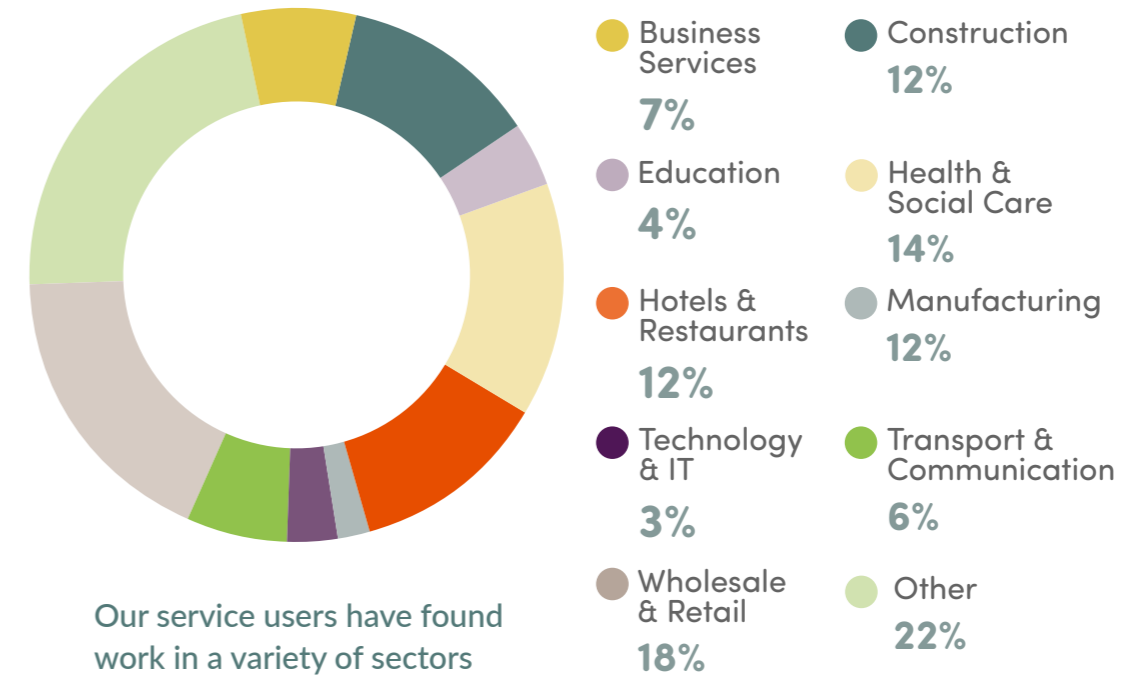
77%
FULL-TIME
WORK



23%
PART-TIME
WORK



OVER **3,700** HOURS
of support given to participants



Our service users have found work in a variety of sectors



73% reported
increased health
outcomes

90% reported
increased motivation
and empowerment



75% reported
increased confidence
and self-belief

"Your help has been amazing, and I would not be at this stage if it wasn't for you. I am confident I will get work."

Hillingdon Service User

"Thanks for helping me work out and achieve my goals. I am in a much better place now. My confidence and self-belief has improved a great deal. I have direction and know better things lie ahead."

Barnet Service User

* Data provided by MHEP for an 8 month delivery which covered a post implementation and pre COVID period

Amira's story

"I had never worked, and I am over 40"

Amira is a 41-year-old Asian female who currently resides in social housing with her partner and adult daughter, who she spent most of her life caring for. She is in receipt of Universal Credit, Personal Independent Payment, and Housing Benefit and has reported a history of alcohol abuse which had led to poor physical health.

Amira had no employment history and no formal qualifications. She felt she was well suited for a caring role and was interested in a role that would provide training and qualifications.

Amira expressed her lack of confidence and knowledge around the process of identifying and securing work.

Her Employment Specialist referred Amira to Work4Wellbeing; our 6-week virtual employability skills programme. This helped Amira develop her confidence and skills relating to goal setting, writing CVs, cover letters and applications, interviewing and effective job searching.

The course also helped Amira conduct a rapid job search and supported her with applying and interviewing with a care provider.

Amira successfully secured a role with a care provider and was initially offered a 17 hour per week contract with the opportunity to gradually transition to full time employment.

Amira has reported how proud she and her family are of her achievements.



Thank you for supporting my client into employment [...] Not only do you get someone back into employment, but you helped build up their confidence to achieve their goals.

Recovery Practitioner,
ARCH (Hillingdon)



Our Partnerships

Our expert team understands the importance of tailoring IPS Into Work to the local area, actively collaborating with partners. In each area, we work closely with: drug and alcohol services, Jobcentre Plus, social services, probation, local councils, food banks, voluntary and community sector organisations, homeless charities/support services, and Suited and Booted (an organisation that helps source people with interview/work attire).

We work with complexity

<p>1% of those that entered work had not worked in over 5 years</p>	<p>13% of those that entered work had not worked in over 2-5 years</p>	<p>17% of those that entered work had not worked in over 1-2 years</p>
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What Our Partners Say

“WDP has [...] established satellite services within Jobcentre Plus, built referral routes with homelessness charities and run consistent outreach and workshops to raise the profile of the service locally.”

Mental Health & Employment Partnerships (MHEP)

“Working with WDP on their IPS programme over the last few years has made a difference in many people’s lives and has helped them turn things around.”

BOOST Manager (Barnet)

“Clients have found going back to work a challenge due to the loss of some personal skills. WDP’s IPS staff have been excellent at taking this element of client work on board and I consider this type of support invaluable to long term welfare.”

Coach, Trinity Homeless Projects

“I would recommend WDP to other services and commend the good work the Employment Specialist has done.”

Keyworker, The Passage

“It has been a pleasure and a privilege having the Employment Specialist (ES) in the office. The ES has spent time with clients in the social area informing them of the support available which has been really positive for those looking to progress into paid employment.”

Service Manager, Build on Belief (BoB) Harrow

“I have always been impressed by [the Employment Specialist’s] professionalism, reliability and his all-round knowledge [...] the client is at the centre of his actions to provide the best outcome for them to get closer to employment and get back more control of their life.”

Disability Employment Adviser, Barnet JCP

“What I particularly admire about the IPS team is their approach; highly person-centred and asset-based.”

Criminal Justice Practitioner, ARCH (Hillingdon)



I have been in services for 15 years and truly believe this is an essential part of the jigsaw of which I call my recovery. Looking forward to my first step in that direction.

Harrow Service User

Ken's story

"I lacked motivation and the skill of selling myself to an employer"

Ken, 38-years-old, began accessing drug and alcohol services due to being unable to cope with his cocaine use that was triggered by his previous job. Ken reported that he had been actively applying for jobs within the IT industry but that he had not been successful and that this had impacted his confidence. Ken was also considering self-employment as a viable option.

Ken and our Employment Specialist identified areas for development regarding his applications and interview techniques. He was supported to enrol with the Pop-Up Business School, a two-week programme, supporting entrepreneurs to develop business ideas and opportunities.

Shortly after completing the programme, Ken was successful in securing a high-level position as a Senior Engineer. Ken also developed a website for fellow Pop-Up Business School entrepreneurs to advertise their services/products and was commissioned to design an online advert for a new product.

Ken says:

"Working with you and using the services available has been great. I was already looking for work, but I was unsuccessful. Attempts to wow fell on a bored audience. IPS set up a meeting with me to discuss things. But it felt more like two people having a friendly chat. I lacked motivation and the honed skill of selling myself to an employer... My Employment Specialist (ES) asked if I would like to attend a pop-up workshop about setting up a business... I trusted my ES, her good nature, and the services of IPS. The workshop was amazing, highly motivating and energising. I not only set up a business and won a customer but got back into employment with my new-found self-motivation and ability to sell myself and be genuinely enthusiastic about the job opportunity."

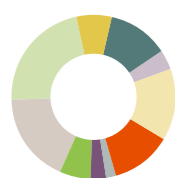


Employer Engagement

One of our key successes has been supporting service users with their personal employment preferences, with effective employer engagement playing an important role in that process.

We have supported our service users to contact prospective employers in many different ways, including face-to-face meetings, cold calling, and online applications, building up local networks so we have access to regular opportunities.

In addition, we have also supported short work-related training that has led to paid opportunities in industries such as construction and hospitality.



Our service users have obtained **142** different types of jobs across **10** sectors



We have worked with more than **100** different employers

“Your encouragement to me to consider different opportunities, and advice on improving my CV have made such a difference.”

Kensington & Chelsea, Service User

Job tailoring and adapting to an individual’s needs

An example of a specifically tailored role is that of an in-house Software Engineer. This role was adapted to meet the needs of a dual diagnosis service user who wanted specific working hours and to be supervised appropriately to avoid any negative impact to his mental health or recovery. After securing a paid role, his line manager said,

“The results are impressive – he has made a brilliant start in his new job, and a lot of this is due to having an IPS worker in his corner.”

Brokering jobs with employers

In Hillingdon, we successfully brokered a cleaning role for a service user. After successfully completing his probation period his hours increased from 18 hours per week to 22. In addition to this successful outcome, we brokered two interviews when undertaking employer engagement accompanied by a service user, one with an independent retailer, and another with an independent café. A service user, having lost his previous job as a direct result of his substance misuse was unsure as to whether he would be able to return to work in the same capacity and was unsure what he could do, having no experience in another job

field. We worked with them and, after identifying the role of a Laboratory Technician, contacted the employer directly and arranged an interview for the following day. In addition, we supported the service user to disclose his previous substance misuse and agreed an additional support package to be put in place by the employer to assist him in sustaining both his position and his recovery.

Supporting effective disclosure

A service user reporting difficulty communicating in the workplace due to autism, and having recent criminal justice involvement, reported a lack of confidence in securing employment in his preferred area of logistics. The Employment Specialist worked with the service user focusing job searches on disability confident employers, using resources from the National Autistic Society to support with communication and interview techniques. They also supported with the development of effective disclosure statements pertaining to his criminal justice involvement alongside highlighting the service user’s needs in relation to his autism. Following a successful interview for which the employer had made necessary adjustments, the service user secured a role with a large distribution centre and has sustained this role for more than six months.

“It has been good working with WDP’s IPS team [...] as it matches L&Q values as a housing association. Together we were able to help individuals secure sustainable jobs, which is proven essential for security, self-confidence, and wellbeing.”

Employment Support Officer, L&Q



Our Funders

IPS Into Work is uniquely funded by a partnership of 19 stakeholders: the London Boroughs of Barnet, Brent, Ealing, Harrow, Hillingdon, Hounslow, Kensington & Chelsea and Westminster; the seven NHS Clinical Commissioning Groups in the North West London Sustainability and Transformation Plan area; two Jobcentre Plus Districts; the Life Chances Fund; Social Finance; and Big Issue Invest. At the centre of the funding partnership is West London Alliance (WLA) which acts as a commissioner for all the stakeholders.

IPS Into Work is also part-funded by a Social Impact Bond with 19 stakeholders

“WDP’s people have been great to work with in partnership, being prepared to respond to different perspectives from the multiple stakeholders in this service. Their understanding of, and focus on, their very varied clients has been constant throughout. It is a delight to work with WDP.”

Programme Lead, West London Alliance

“We’ve been proud to partner with WDP and the West London Alliance to develop and deliver this IPS service. The strong reputation of WDP and the targeted communication plan has meant we have seen much higher numbers of referrals than expected into this IPS service.”

Director, Mental Health & Employment Partnerships (MHEP)

“WDP’s IPS service has become well established in Ealing, forging a strong partnership with the local community drug and alcohol treatment service. The service offers excellent individually tailored support at any stage in someone’s treatment journey [...] IPS is providing crucial support, helping people to realise their ambitions in a very difficult employment market.”

Drug & Alcohol Programme Manager, Ealing Council

“The value of the IPS programme has been really important in helping our residents who access services through [local drug and alcohol service] build on their recovery journey enabling them to access employment, training and education programmes when they are actually engaged in treatment rather than at the end.”

Head of Substance Misuse CNWL Sub Regional Lead, Community and Wellbeing, Brent Council

Department for Digital, Culture, Media & Sport and the Department of Health & Social Care

In 2019 we hosted a visit from the New Beginnings substance misuse service in Brent to showcase IPS Into Work.

“It was fantastic to see that the Life Chances Fund is being used to fund such important work. Support for people with drug and alcohol issues was one of the Fund’s clear objectives and seeing this fulfilled in the work WDP are doing is great to see.”

Senior Policy Adviser, Centre for Bonds

“Great to see the work being done by WDP and how IPS is being used in this novel way. I was struck most by the freedom and flexibility that frontline workers feel they have to support individual needs and the ambition they have for the people they work with.”

Head of Centre for Social Impact Bonds at the Department for Digital, Culture, Media & Sport



Our response to COVID-19

As part of WDP's organisational response to keep our service users and staff safe, the IPS Into Work team has been able to respond quickly to pivot the service to provide wellbeing support, employment skills and tackle digital exclusion during the COVID-19 pandemic.

Our service users reported on the challenges they faced, including confidence and motivation issues, isolation, and reduced job opportunities in certain sectors. However, they told us that although they missed in-person interaction, they enjoyed telephone and online contact with the team, which had a positive impact both on furthering their IPS journey and alleviating their isolation.

"I was really impressed by the speed in which WDP rolled out the IPS Into Work service in January 2019. But I have been even more impressed by the unstinting effort they have put into supporting participants' wellbeing and employment search during the pandemic."

Programme Lead, West London Alliance

"We have used the lockdown as a period to progress my personal development and employability. I do not feel as though I have missed out on any opportunities during this period. I have begun training for my SIA license and CSCS card. With the training moved from classrooms to Zoom meetings with written work, the lockdown has actually proven to be one of the most productive times of my life."

Ealing Service User

"I've found it really educational and really interesting. I've gained more confidence and have learnt how to present my best self to potential employers. It's also been a fun learning environment."

Brent Service User

"I learnt a lot, the Employment Specialist was fantastic. I found it very convenient to do it in my own house."

Hillingdon Service User



"My Employment Specialist has been brilliant throughout the whole time. Even through lockdown she kept in contact with me and without her help I doubt I would have found a position that suits my needs."

Harrow Service User

"I have been particularly struck by IPS' ability to adapt and remain consistent in their support during the COVID-19 pandemic [...] fitting appointments around clients' routines through phone calls and virtual means as well as engaging with myself to foster wrap-around support."

Recovery Practitioner, ARCH (Hillingdon)

What's next?

We strongly believe that our IPS Into Work programme demonstrates huge benefits, and this type of support needs further investment and commitment in the sector.

Dame Carol Black's review of drugs report in 2021 highlighted that:

"Employment is an essential part of recovery, both for financial stability and to offer something meaningful to do. Intensive, employer-focused employment support inside treatment centres has shown promising results, based on a recent trial of Individual Placement and Support (IPS) in 7 local authorities. The IPS model should be rolled out in treatment settings across the whole of England."

100% of participants would recommend
IPS Into Work*

"There is a strong evidence base that the IPS employment model works. But as a person-centred relational project it is only as good as the people delivering it. [...] The WDP service benefits from a hugely committed and effective service manager supported by a strong leadership team. Their care for the staff, ability to creatively overcome challenges, and focus on outcomes and delivering the best service for clients has been one of the key factors to the project's success."

**Associate Director,
Mental Health & Employment Partnerships (MHEP)**

*Statistics relating to recommending the programme, reported increased softer outcomes are based on a sample size of around 500 service users and based on discussions between the service user and Employment Specialists within the boroughs

Next steps

Fidelity review

We are confident in achieving a strong result with our IPS Fidelity review in the first half of 2022. We believe that this will help to demonstrate our effectiveness and ensure that the quality benchmark can support our objectives to grow the service.

Influencing opinion

With the recent release of the government's drug strategy and Dame Carol Black's report, it is vital that we apply our knowledge and expertise towards influencing both local and national governmental support of our sector's service provision. We are also looking to expand the evidence base around substance misuse and mental health in IPS.

Best use of public and other funding

It is vital for all charities to provide value for money. We aim to deliver the best possible service to our service users in a cost-effective manner through service innovation and co-production.

Growth and reach

We have received additional funding from the Department for Work and Pensions (DWP), supported by the Department for Health and Social Care (DHSC), to extend our existing contract and to enable us to expand geographically too, to the London Borough of Hammersmith and Fulham. This means that WDP will be offering IPS employment support across nine West London boroughs. In the future, we would like to see our IPS Into Work programme available in all of our services and beyond.

Acknowledgements and thanks

Abbey Centre
Acton Jobcentre
Air Network
ARC
ARCH
B3
Barnet Jobcentre
Barnet Social Prescribing Team
BrentWorks
Build on Belief
Burnt Oak Opportunities Support Team (BOOST)
CGL
Club Drug Clinic (Kensington & Chelsea
and Westminster)
Community Living Well
EACH
Ealing Jobcentre

Future Path
Hammersmith & Fulham Council
Harrow Jobcentre
Harrow Xcite
Hayes Jobcentre
Heathrow Employment Skills Academy
Hendon Jobcentre
Hestia
Hounslow Jobcentre
L&Q
Lifelong Learning
London Probation Trust/Community
Rehabilitation Company
Lookahead
Marylebone Jobcentre
Mencap/ Community Connects
MIND

North Kensington Jobcentre
Riverside Group
Skills Escalator
St Giles Trust
St Mungo's
Street League
The Passage
Tottenham Hotspur FC
Trinity
Turning Point
Uxbridge Jobcentre
Uxbridge Parish
WECH
Wembley Jobcentre
Women's Wellness Zone

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North West London Clinical Commissioning Group

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