

Central and North West London



NHS Foundation Trust

VOCATIONAL SERVICES ANNUAL REPORT 2011-2012

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Wellbeing for life

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1. Executive Summary

- Trust-wide employment outcomes increased by 86% compared to the previous year despite the pressures on the external job market and the recession.
- CNWL continued to play a national role in the development of the Individual Placement and Support model, via our role as a Centre of Excellence, sponsored by the Centre for Mental Health. This included hosting an Open Day Event, international visitors and speaking at various national conferences.
- 95% of service users surveyed reported that they were either very or quite happy with the support they received to achieve their vocational goal and 93.7% believed that the service had helped them move closer to finding a job or accessing education.
- Vocational Services successfully secured another years Lottery funding for Addictions ES and Employment Project Manager Posts.
- The User Employment Programme received an Award at the National Vocational Rehabilitation Conference for “Best Practice in Vocational Rehabilitation within a large employer”.

2. Why is access to paid employment important?

Having a sense of purpose and a reason to get up in the morning are essential to any individual's well-being, and we know that people recovering from mental health and addictions are particularly sensitive to the negative impact of unemployment. As Waghorn and Lloyd (2007)¹ emphasise:

“Work has an important role in recovery and many of the general goals of rehabilitation and recovery are best served by addressing the person's vocational aspirations. Vocational activities can contribute to recovery in 2 ways. First, through work being perceived as a means of self-empowerment and, second, through work promoting a sense of independent identity and self esteem”.

“Everyone goes through a period of mental health problems at some stage in their life and you need to get past that and live an active life.

In the past I found it difficult to find work because of the current climate and this made me feel more depressed. Many people will have some experience of depression in their life maybe family problems or other things that are affecting you.

I was referred to an Employment Specialist (ES) because I felt fit to look for work. I had bills to pay and I wanted to live a normal life, and wanted to move on from my depression and live actively.

From working with an ES I was given hope, help and advice. There was a structured plan on how to focus on your job seeking. Individual help was given. I enjoyed the job club as there was lots of helpful advice and lots of employment specialists there. The employment specialists get us the latest job opportunities so it's a good chance to make progress with your applications and be successful.

I am currently training with a company to be a recruitment consultant and I feel that now I have developed my strengths with time and effort, and now I feel more confident and more energetic and can focus more clearly.”

Service User, Brent Early Intervention in Psychosis Team

Recent research carried out in 2011 by IPS services in Sussex found that of 80% of individuals supported to return to work reported a positive change in their well-being, many claimed that it had “turned their life around”. Service users identified improvements in their social life, independence, resilience, confidence, self-esteem, happiness and their ability to manage their mental health as a result of returning to employment. (Dominy, Hayward Butcher 2012). Increased benefits were also associated with working more hours and the longer individuals stayed in employment.

Refer to Appendix h: for Background information on how the IPS Model Works/Policy Framework.

3. Over-view of CNWL Vocation Services

In response to the research evidence 3, 4, 5, 6, 7, service user feedback and in line with the recommendations of policy documents, the aim of CNWL’s Vocational Services is to deliver two streams of work. These are:

(i) Trust as Employer: The User Employment Programme (UEP). The aim of which is to enable the Trust to become an exemplary employer for people recovering from mental health/addictions. This involves offering practical support to individuals who are applying for existing posts within the Trust; as well as time limited work placements accompanied by active job search to assist individuals to become competitive for specific career opportunities.

(ii) Trust as Bridge builder/Influencer - Implementation of the Individual Placement and Support approach (IPS) which is internationally considered the most effective evidenced based model for assisting mental health/addictions service users to return to paid employment.

As part of the implementation of IPS, vocational services also have a commitment to developing tools and resources for care coordinators to assist them in supporting the whole service user population, attached to a team, to access employment; not just those on the caseload of the ES. This includes building partnerships with external agencies to facilitate wider access to employment and education opportunities.

This Annual Report reflects activity and developments for the period 1st of April 2011 to 31st of March 2012. The report will cover adult mental health and addiction services. It will consider measured progress against the implementation of the ‘Mental Health Employment Framework’⁸, the ‘Addictions Employment Framework’⁸ and the ‘Vocational Services Strategy’⁹.

4. Service Developments/IPS Implementation:

During 2011/12 CNWL continued to develop and embed the Individual Placement and Support Employment Model in a range of services across the Trust. This includes community recovery teams in Westminster where ES posts moved from the stand alone Routes to Employment service to the Community Recovery teams. Brent Community Recovery Teams, Addiction Services, and Forensic Community Services in Westminster and K&C. IPS is also embedded in all Early Intervention in Psychosis teams in Brent, Harrow/Hillingdon and Westminster/K&C.

A number of key developments took place during the year. These included:

4.1 Improved ‘Fidelity to the IPS Model’:

Research over the past 10 years clearly demonstrates that services which fully implement the critical components of IPS achieve good employment outcomes. Hence, improving fidelity is a high priority for IPS services. (Becker, Haiyi, McHugo, Halliday, Martinez 2006, 2008)^{11,12}.

During the year the service continued to put a greater focus on employer engagement, which is the new 8th principal of IPS practice introduced in 2010. As Becker et al (2006,2008)¹¹ identify:

“In times of high unemployment it is important to resist falling into the trap of low expectations for employment outcomes ... and instead focus on high fidelity. In particular employer engagement”.

We are aware that up to 75% of jobs are never advertised, hence cold calling and building relationships with employers is vital to the success of the service. This is something that service users identified as a key aspect of the service that they valued in the recent service user satisfaction survey (see Appendix b). During the year relationships have been developed with employers across the trust such as Fenwicks, Top Shop, Kensington Roof Gardens and Peter Jones. Westminster IPS services are now planning ‘Employer Events’ for particular industries to create networking opportunities for service users looking for employment in the area. These include the creative industries, IT and construction. We have also joined the London Chamber of Commerce and will be attending meetings across the Trust to build local relationships and increase our profile.

Effective employer engagement is an important part of the local Vocational Team Leader role (another key element of IPS fidelity). This increasing emphasis on employer engagement is one of the reasons the service has been able to achieve a 86% increase in paid outcomes despite the recession. The following includes 2 quotes from employers who have worked with the service.

“Working with a CNWL ES has been fantastic because she is always on top of everything. With the clients that the ES brings to work with us I can only say that it is amazing the way they work, my managers and myself are very impressed with everything”.

Susana Correia, OCS Site Supervisor

“Using an Employment Specialist when hiring a member of staff has been very useful, and we have been happy with the support we have received. When the member of staff was off sick the Employment Specialist kept us updated with his progress, and helped with his return to work.”

Manager NW Cars Brent.

4.1.2 Integration of Employment Specialists (ES) into clinical teams:

In Westminster ES posts were successfully integrated into the Community Recovery Teams (another key element of IPS practice). This has resulted in employment having a higher profile in the borough, and increased outcomes.

4.1.3 ES Competencies:

During the year, a literature review was undertaken in order to evaluate and determine the skills and competencies of a competent ES.

It is acknowledged that the role of the ES is complex and multi-faceted. The role requires the individual to engage the clinical team in the vocational agenda and to raise expectations; to build relationships with service users which foster hope; and to build good will with local employers.

Developing and retaining these relationships relies on the ES having strong communication, case management, vocational counselling and networking skills. The approach requires considerable creativity and organisational skills, as well as an understanding of the labour market and local resources. As an autonomous practitioner, the role relies on a high level of initiative. Qualities and competencies include high levels of optimism, a recovery focus underpinned by the belief that anyone can work with the right support, and tenacity.

Competencies identified are now reflected in vocational services recruitment, induction, supervision, individual performance plans, and KSF/Appraisal and an annual training strategy.

4.1.4 Early and active job seeking, avoiding lengthy pre-vocational activities:

Rapid job seeking is another key IPS fidelity benchmark, and during the year this was achieved 78% of the time. The emphasis very much being on avoiding lengthy pre-vocational programmes¹².

4.2 Employment Recovery Stories:

4.2.1 During the year a **Recovery Booklet** was published, detailing service user's experience of using the service. This is often used by ES when they first meet with service users who report how encouraging and motivating it is to read other peoples experience of getting back to paid work. We have found that using the stories makes a significant difference in enabling the service to engage with service users, and increase their sense of hope around being able to return to employment.

4.2.2 In addition two CNWL service users took part in **interviews** describing their experience of being supported by IPS services on the Radio 4 All in the Mind Show, as well as a video interview at the Centre for Mental Health which is now on You Tube (which can be accessed (http://www.centreformentalhealth.org.uk/employment/ips_resources.aspx)). Both service users explain how accessing employment has had positive benefits for their mental health and sense of hope about the future.

4.3 Increasing national profile as a Centre of Excellence:

CNWL continued to play a role as a national Centre of Excellence in promoting and contributing to best IPS practice. This has included hosting international visits from Australia, Norway, and Slovenia during the year. In addition hosting an Open Day in February 2012 which was attended by mental health services from Somerset, Devon, Manchester, Hertfordshire, Essex and Norway. Presentations were delivered at several conferences these included the Centre for MH/IPS Confederation IPS Conference, National Vocational Rehabilitation Conference and also a User Employment Event in Belfast. The following quotes are from attendees at the Vocational Services Open day in February 2012.

"Thank you for inviting me it was really inspiring".

"One of the best events I have ever been to"

"Thank you for a really interesting day"

"I just want to take this opportunity to thank you and all the staff involved during my recent visit. Thank you all very much for your time and I also just wanted to add that your enthusiasm, professionalism and sharing of your knowledge was invaluable, also the opportunity to meet a service user supported by the service was for me a particular high point."

4.4 User Employment Programme (UEP):

The programme continues to offer a range of work placement opportunities across the organisation, as well as support to access paid posts. As the Chartered Institute of Personal Development identified in February 2012, work placements are "an invaluable way for people to build key skills and gain a foot in the local labour market". In line with IPS practice work placements are only used where there is a specific need e.g. to assist someone to re-train, develop specific skills and experience, improve confidence and to provide a reference/work contacts. Placements are also accompanied by active job search and regular reviews.

The programme won an Award for 'Best Practice in Vocational Rehabilitation within a large employer' during at the National Vocational Rehabilitation Conference in July 2011.

In addition The User Employment Team now includes a part-time Employment Specialist role which will support access to Peer Support Roles as they emerge.

The following is a quote from a service user who has participated in the programme during the year:

"The user employment service has been brilliant for me. On the first day of my placement I was so nervous on the journey in that I had to get off the train, my employment specialist changed her plans and came and met me to talk through my anxieties which really helped. 3 months on in my placement I was offered a permanent job. Using the UEP has built my confidence hugely in the workplace and in general; and my understanding of a workplace environment, Without it I would not have been in the positive situation I am in today"

Service user supported by the User Employment Programme

4.5 Service User Satisfaction Survey:

A confidential telephone survey was carried out by service users at the end of the financial year. Results were very positive, **96.3%** of service users surveyed were either 'very or quite happy' with the support they got to choose their vocational goal; **95%** were either 'very or quite happy' with the support they got to achieve their vocational goal; and **93.7%** felt that the service had moved them closer to the labour market. Service users identified the things that they most valued, and these were encouragement and confidence building, gaining a sense of hope, active job search, ES approaching employers on their behalf, CV building and job seeking skill development.

The service user survey conducted to measure the levels of satisfaction and involvement in the User Employment Programme and Individual Placement and Support Service, has produced very positive results which indicate a very high degree of satisfaction with the extent of user involvement in the programme and the relationship with the employment specialists. This programme is seen by service users as being very relevant to their needs and aspirations and produces positive outcomes, which set service users well on their way to recovery. The results of this survey highlight the UEP as a beacon of good practice.

Chris Bumstead

Head of Patient & Public Involvement

Central & North West London NHS Foundation Trust

See appendix b: Service User Survey results.

4.6 Review of long term impact of accessing employment services:

It is worth noting that as part of a business case for on-going funding of an ES post in Brent. It was identified that of the 64 people supported by the service to achieve paid employment in Brent over the past 2 years, only 1 person had been admitted to hospital since finding employment, and 23 (35.9%) had been discharged to GP services, demonstrating a cost saving to mental health services.

Of the 28 service users supported to achieve paid work during the year 2011-12, 21 (75%) were still working at the end of the year.

5. Service Delivery Outcomes

5.1 The User Employment Programme (UEP)

During 2010/11, the UEP continued to deliver and develop a Trust-wide supported employment programme for service users from across the Trust. The service supports people, with a history of mental health and/or addiction problems, to access placements and paid employment within the Trust. The programme is delivered by one employment specialist, with support from the Deputy Vocational Services Manager. During the year staffing was reduced significantly due to maternity leave and a member of staff leaving. However, despite this the programme still delivered its targets.

The following tables detail outcomes for individuals accessing the UEP during 2010-12 and since the inception of the programme in 2004.

Table 1:

| User Employment Programme | Financial Year 2011-12 | September 2004 - March 2012 (Cumulative Figures) |
|--|------------------------|--|
| No. of people who accessed the User Employment Programme | 61 | 239 |

Of those referred to the ES, within clinical teams, 57% were unemployed and completely unoccupied at the time of referral. This fell to 19.6% at the end of the financial year as people became engaged in paid employment, education courses, and work placements etc.

Of those referred to the User Employment Programme (UEP) during 2011-12, 56% had at least one hospital admission before accessing the service. 65% of people accessing the programme went into placements in a range of non-clinical settings, and 35% were offered in clinical settings.

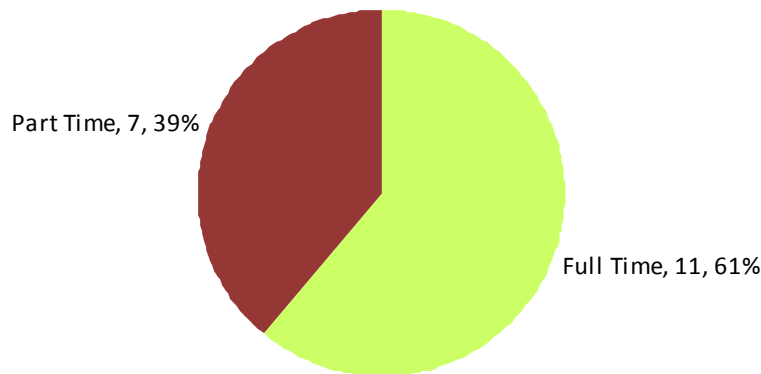
Of those surveyed during the year 89.4% of service users accessing the UEP said they were either 'very or quite happy' with the support they got to achieve their vocational goal.

Table 2:

| User Employment Programme | Financial Year 2011-12 | September 2004 - March 2012 (Cumulative Figures) |
|---|--|--|
| No of work placements offered | 21 | 193 |
| No of paid employment outcomes: | 20 (for 18 people) | 101 |
| Of those supported to access employment the % of individuals who had sustained their employment | At the end of the financial year of the 18 people placed in employment 15 (83 %) were still working. Of which <ul style="list-style-type: none"> - 60% ad been in work up to 13 weeks. - 30% had been in work between 13 weeks and 6 months - 10% had been in work over 6 months | |
| No of people supported to access mainstream education and training | 15 | 50 |
| No of people supported to access volunteering | 17 | 17 |

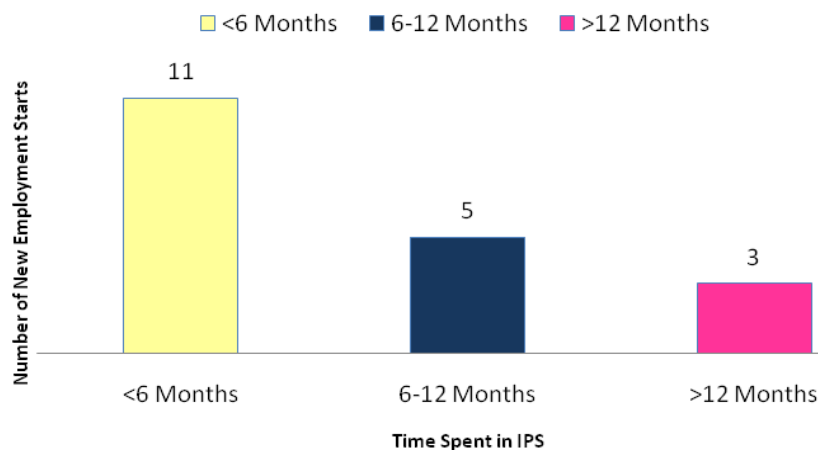
Of those UEP service users moving into paid employment the following pie chart illustrates the % of people moving into work for less than 16 hours per week, and those who secured posts for 16 hours and above per week.

Percentage of New Employment Starts this financial year, by hours worked



Of those who moved into paid employment the following graph outlines the length of time taken to access employment from initial assessment.

New Employment Starts by Time Spent in UEP Services



5.2 Implementation of the IPS Model within Trust-wide Mental Health and Addictions Services:

See appendix d: Summary of Key Performance Indicators for Vocational Services 2011.

The following tables outline the outcomes achieved for IPS Services across the Trust.

See appendix e: Summary of performance of IPS services within Service Lines/ Boroughs

Table 3:

| Trust-wide IPS Services | |
|--|--|
| <p>No. of people who accessed IPS services from across the Trust</p> <p>NB: 'Active' is defined as someone who has completed a vocational assessment and started to actively participate in their vocational action plan. It does not include those who were referred but decided not to take up the service beyond the vocational assessment due to health or other issues.</p> | <p>573 actively accessed the service</p> <p>(Target for active access = 542)</p> |

Of those referred to the ES, within clinical teams, 76% were unemployed and completely unoccupied at the time of referral. This fell to 25% at the end of the financial year as people became engaged in paid employment, education courses, work trials etc.

Of those accessing support from an ES, in mental health services, the majority had more serious and complex mental health problems; 75% had a diagnosis of some form of psychosis, and 78% of people referred from clinical teams had at least one hospital admission. Of those moving into paid employment 69% had a diagnosis of some form of psychosis, and 72% had at least one hospital admission.

Many service users accessing Trust-wide vocational services had experienced significant periods of unemployment, the average for those with a mental health problem was 4.3 years, the average for addiction services was 3.4 years.

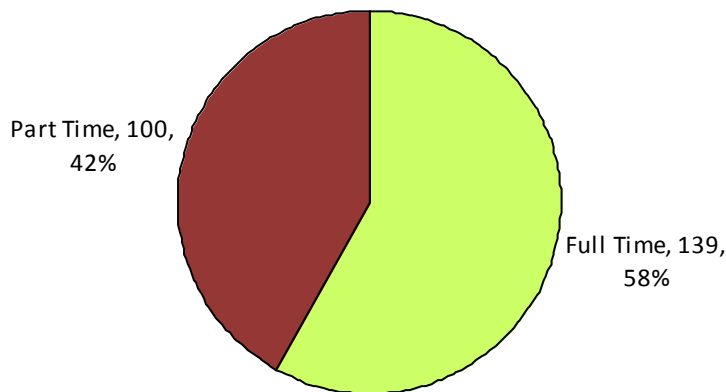
Table 4:

| Trust Wide IPS Services | |
|--|---|
| No of paid employment outcomes | <p>239 (Target 243)</p> <p>(The above outcomes were achieved for 201 individuals, as a small number of people were supported into more than 1 job)*</p> |
| Of those supported to access employment the % who sustained their employment | <p>At the end of the financial year, 89% of those placed in employment were still working. Of which:</p> <ul style="list-style-type: none"> - 58% had been in work up to 13 weeks. - 30% had been in work between 13 weeks and 6 months - 12% had been in work over 6 months |

*A small % of service users gained more than 1 job during the time with IPS services. It should be noted that each job is counted within IPS practice, and multiple jobs is seen as acceptable and part of the process as people explore their vocational identity and choose the right job match, which in turn increases the likelihood of job retention. (Bond 2011¹⁴).

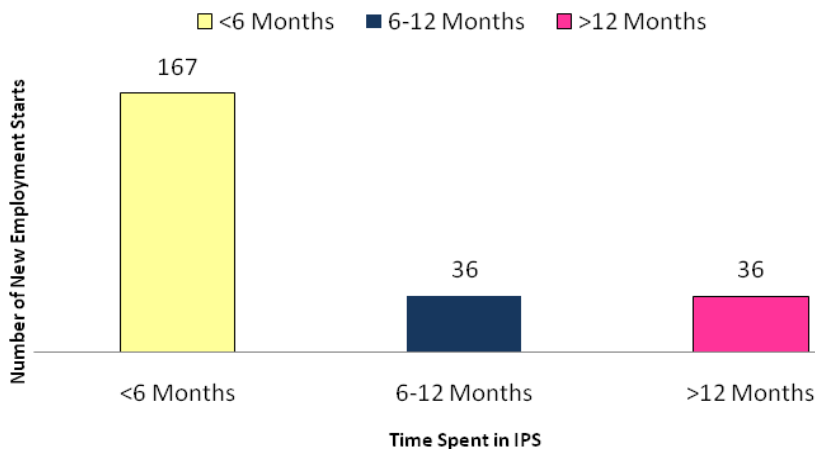
Of those moving into paid work the following pie chart illustrates the % of people moving into work for less than 16 hours per week, and those who secured posts for 16 hours and above per week.

Percentage of New Employment Starts this financial year, by hours worked



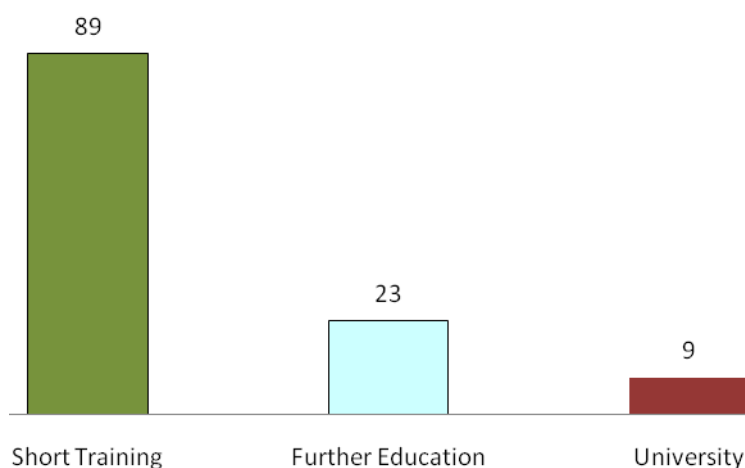
Of those who moved into paid employment the following graph outlines the length of time taken to access employment from initial assessment.

New Employment Starts by Time Spent in IPS Services



Of those referred to Trust-wide Vocational Services, 120 were supported to access mainstream education/training into education/training opportunities. Details of the categories of education/employment are outlined below:

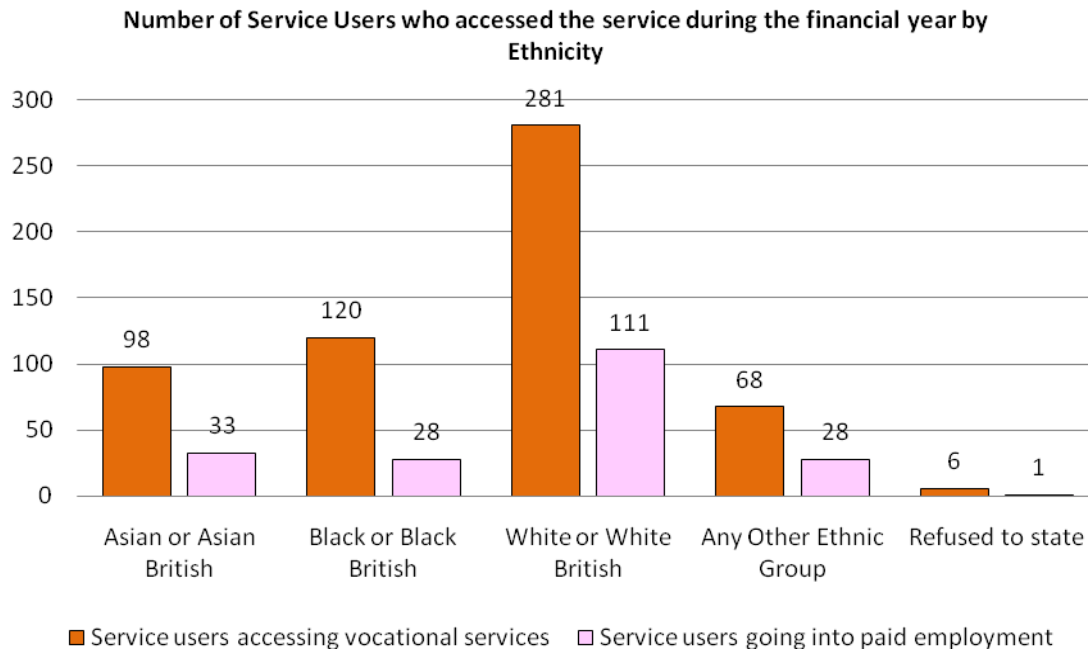
Destination of Service Users Who Moved into Education



Rapid job search is a key element of the IPS approach and the following table outlines the % of people who were supported to job seek within 4 weeks.

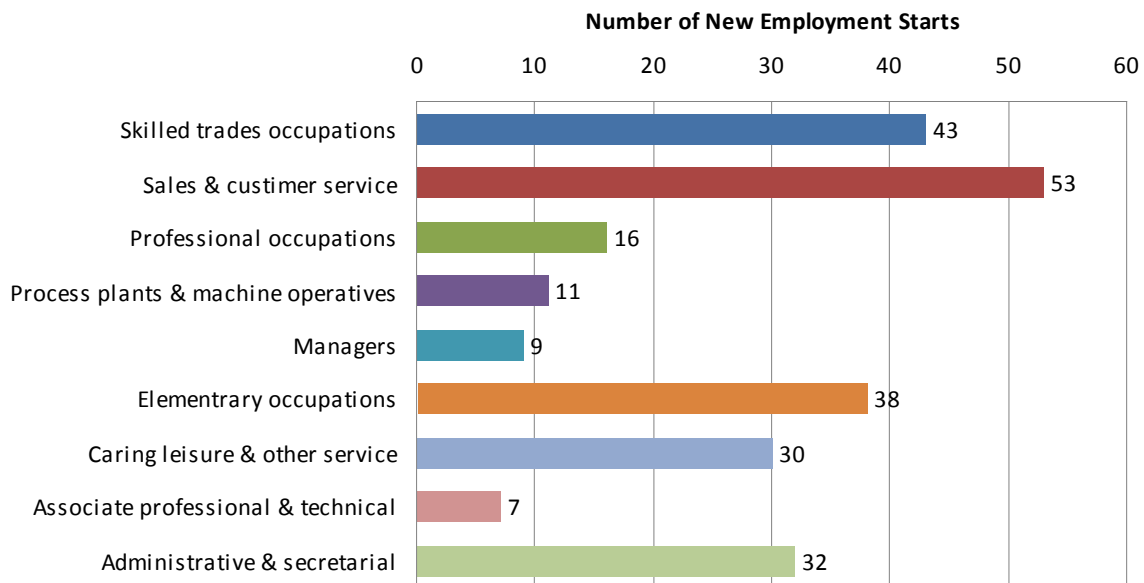
| Trust Wide UEP/IPS Services: | |
|---|-----|
| % of service users supported to job seek within 4 weeks | 78% |

Of those accessing Trust-wide Vocational Services the following details the ethnicity of those accessing the service in the first column, and those moving into paid work in the second column.



Of those moving into employment the following identifies the types of work; see Appendix e for a summary of job categories:

New Employment Starts by Job Type



See appendix f: Job categories: the type of employment accessed.

See appendix d: for a summary of performance in each borough/service line.

6. Implementation of the IPS Model within Local Services:

The following summarises service line developments:

Community Recovery Services:

The **Brent** vocational team continued to achieve their targets, building on their success as the highest performing team in the previous year. However, one post was lost during the year as a result of LA cuts. In order to ensure outcomes remained consistent and the CQUIN targets were met, CQUIN monies were secured to fund a one year Band 5 ES post, allowing the service lines to embed and resources reviewed.

IPS has been a useful model in encouraging our service users not only to engage with their respective Care Coordinators and the Employment Specialist but a ray of hope in their quest for recovery"

Care Co-ordinator, Brent Early Intervention in Psychosis Team

During the year the 3.5 ES posts were fully embedded into **Westminster** community recovery teams. As a result, outcomes have started to increase significantly and there has been very positive feedback from the teams around the impact they have had on raising expectations and building partnerships with local resources.

The team are now planning a series of Employer networking events, and have also organised an Artists Network for individuals who wish to work in the creative industries which has a very active membership.

I would like to say that having an ES in the team has enabled some of the people I see really believe they could get back to paid work, and has facilitated several of the people that I see living with significant mental illnesses back into some kind of paid employment or enabled them to maintain their employment. I believe that the support the ES has provided has made this transition from hoping to achieving possible.

My sense of it being possible that people could actually start work has been strengthened. The impact this has on the self-esteem of the people I work with is very significant. In my view the level of support that the ES provide has made me believe that some form of work could be possible for many of the people that I work with and how work is defined for each person can be different.

I think the ES role has had a very significant positive impact on the resources of the team and on the enablement of the resources of the individual.

Consultant Psychiatrist, South Hub Recovery Team, Westminster:

A great service which supports and motivates our clients to look at employment options in their recovery plan.

Clients who wish to take the next step towards employment state they find this service easy to access and our ES is very inspiring!

Clients look forward to their appointments and find the service to be an important part of their care package."

Care Coordinator Westminster South Hub Community Recovery Team

The ES are a great asset to our team. They have not only placed a number of service users into part and full-time employment but provided the team with advice and information about employment opportunities across London.

Care Coordinator Westminster South Hub Community Recovery Team

In **Hillingdon** there is a dedicated Occupational Therapist who leads on vocation in the borough, but does not deliver within a pure IPS framework. The role also involves providing OT interventions. IPS Services are mainly delivered by an external service (Employment Link, part of Mental Health Matters), but posts are not integrated into the CMHTs, other than one post that has been based in the EIPT 2 days per week since September 2011.

There are currently no ES posts in **Harrow**.

IPS services in **K&C** are currently provided by Pure Innovations, but posts are not based in the clinical teams, other than in the Focus Team, and the ES that covers Westminster/K&C Early Intervention in Psychosis Team.

Assessment and Brief Treatment Service Line:

There are currently no ES in the Trust's Assessment and Brief Treatment Service Line.

Addiction Service Line:

In their second year of implementation IPS services were able to fully embed the IPS model. As a result outcomes increased significantly by 292%. During the year a successful bid was submitted to the lottery which will provide another years funding from June 2012 for the Employment Project Manager and 4 ES Posts. The funding also includes a fundraiser for 6 months to enable the service to explore on-going opportunities. An additional bid is to be submitted in 2012, which if successful would fund the Employment Project Manager and 1 ES for a further 3 years from June 2013. The Brent ES post previously funded by European Funding is now funded by the Brent DAAT.

See Appendix g for Addictions Services Annual Report 2011-2012

Offender Care Service Line:

The IPS model continued to be delivered within both community forensic teams (In Westminster and K&C), with positive results in terms of increasing access to mainstream education and employment.

Rehabilitation Service Line:

During the year plans were made to transfer the Brent Team Leader Post across to the Rehabilitation Service Line in order to implement the IPS model across the service line.

See Appendix a for an over-view of Trust wide staffing of vocational posts

7. Trust-wide Vocational Services Achievements:

There were a number of achievements during the year which include:

- A second successful Lottery Bid was submitted resulting in a further years funding for the Addictions Employment Project Manager and 4 ES. The funding also includes a budget for a fundraiser to enable the service to become sustainable.
- The Brent Addictions Post (previously funded by ESF) is now funded by the local DAAT reflecting the success of the post in increasing access to employment for addiction service users.
- The User Employment Programme won an Award for 'Best Practice in Vocational Rehabilitation within a large employer' at the National Vocational Rehabilitation Conference in 2011.
- CNWL's continuing contribution to the national development of IPS services via our role as a Centre of Excellence which included hosting an Open Day for the first time, and speaking at several conferences.
- The Employment Recovery Stories Booklet was launched.
- Vocational Performance Data was integrated into the JADE system enabling the service to produce more comprehensive and accurate performance reports, including fidelity benchmarks.

CONCLUSION

The continuing emphasis on improving fidelity and the quality of the User Employment Programme and IPS Services, has resulted in a Trust-wide increase in employment outcomes this year. In addition the integration of ES posts in Westminster demonstrated the impact posts can have in both raising the profile of the importance of employment, and increasing pathways to employment, education and mainstream services.

Although much has been achieved during the year with positive feedback from service users and clinical teams. The service is small when compared to the increasing demand for effective vocational interventions across all service lines within the Trust. In addition service users continue to feedback in the Annual Survey that they would like more help from services to achieve their vocational goals. If the service is to have a greater impact we need to work towards there being at least one ES in each clinical team, rather than splitting posts across a high number of services, which dilutes effectiveness. We continue to strive to ensure that we do not lose posts in the current funding climate, as well as ensuring that we retain a local Vocational Team Leader Post. As this role is essential in ensuring that we continue to deliver high quality evidence based services, that are well networked with local employers and welfare to work agencies.









In line with recovery focused practice it will be important to support clinical teams to build effective vocational pathways and strengthen partnerships with external providers. Whilst also ensuring that we gain feedback from service users around their experience of accessing external providers. This will include the launch of Vocational Flow Charts detailing external providers in each borough, as well as the delivery of Employability Workshops for clinical teams across the Trust to ensure that all staff have a good understanding of the current

evidence base around supported employment, and how they can best support service users to access employment opportunities. This will enable teams to ensure we support the whole service user population, and increase access to employment in line with Local Authority targets.

It will be important to consider how ES posts could be placed within the Assessment and Brief Intervention Teams (ABIT) in the future to assist people to retain a job that may be at risk when they are referred, or support individuals to return to employment which will in turn help in decreasing dependence on mental health services.

During the year CNWL has contributed to a benchmarking exercise with the Centre for MH, and will in the coming year review how we compare to other Centres of Excellence in the UK in terms of employment outcomes, exploring how we can build on the strong performance over the past year. We also plan to build links with IPS Regional Trainers in the USA to learn from their practice and developments.

Appendices

| | | |
|------------|--|--|
| Appendix a | Trust Vocational Services Organisational Chart |  P:\Organisational Charts & Staff Info\C |
| Appendix b | Service User Survey results |  H:\Ann Report 2011-12\May drafts\ |
| Appendix c | Summary of Key Performance Indicators for Vocational Services 2011 |  H:\Ann Report 2011-12\Attachment: |
| Appendix d | Summary of performance of IPS services within Service Lines/Boroughs |  H:\Ann Report 2011-12\Final Westm |
| Appendix e | Demographic information for the User Employment Programme |  H:\Ann Report 2011-12\May drafts\ |
| Appendix f | Job Categories |  H:\Appendix\ Appendix f - Job Cate |
| Appendix g | Addiction Services Annual Report (2011-2012) |  H:\Ann Report 2011-12\July Version: |
| Appendix h | Background information on how the IPS Model Works/Policy Framework |  H:\Ann Report 2011-12\May drafts\ |

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