

VOCATIONAL SERVICES ANNUAL REPORT 2013-2014

Centre for
Mental Health



IPS Centre of Excellence 2013 - 2016

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1. Executive Summary

- Between April 2013 – March 2014 406 people accessed trust-wide vocational services from across the Trust, and 167 paid outcomes were achieved. 105 people were also supported to complete education/training as part of their journey back to work.
- CNWL continued to play a national role in the development of the Individual Placement and Support model, via our role as a national IPS Centre of Excellence, sponsored by the Centre for Mental Health. This included hosting Open Day visits from Norwegian and Swedish Employment Services and the Cabinet Office Policy School. In addition CNWL staff have delivered IPS training on behalf of the Centre for Mental Health in London, Scotland and Yorkshire. Both training and Open Days are now providing income generation opportunities for the service.
- 78% of service users surveyed reported that they were either 'very' or 'quite satisfied' with the support they received from their Employment Specialist to achieve their vocational goal. 92% were either very or quite satisfied with the help and encouragement they received from their care team in relation to returning to employment.(See Appendix c for more information)
- CNWL was identified as an example of good practice in the report launched by Disability Rights in UK October 2013 (Employment Support: Taking Back Control). The report identified that CNWL had supported more people with mental health problems into work than the national Work Choice employment programme. This resulted in a Channel 4 interview with 2 CNWL service users and the Trust's Vocational Services Manager.
- CNWL was part of a national task force that developed the DWP Disability and DWP Disability Health and Employment Strategy December 2013. The report highlights the co-location of Job Centre Plus staff within Westminster Recovery Teams as an example of good practice.
- During the year the service collaborated with the Centre for Mental Health and services in New Zealand to produce a Briefing paper on implementing the IPS Model within an Addictions setting.
- Successful partnerships with a range of external organisations has resulted in new funding and co-location of several Employment Specialists from external organisations including Job Centre Plus, Remploy and Rethink.
- The UEP continued to build successful partnerships with Local Authorities and CNWL sub-contractors leading to a wider range of paid and placement opportunities for service users.

“Seeing an Employment Specialist keeps you motivated and stops you losing everything, it gives me hope.”

Hillingdon Service User

2. Why is access to paid employment important?

Getting a job and a career path provides much more than financial benefit. People accessing mental health and addiction services consistently report in national surveys and during CNWL Vocational Services Quality Assurance reviews, that employment is key to their recovery and social inclusion.

Meeting up with the ES was very good for me, as I recall I had reached a very low point where I did not want to meet with any of my friends, as my situation wasn't getting any better. Since finding employment I feel like a new person. In ways such as the way I think, act and even the way I carry myself I cant stress enough how much better I feel having found work. and cannot imagine going back to a world of boredom, loneliness and significant signs of the onset of depression. I feel that my life has changed in such a great way that I can encourage other people to do the same and find work. Because it really is worth it, it is a life changing process because it gives you the motivation, the purpose in life to achieve things you couldn't imagine achieving when you're alone at home. And at the end of it, there is a monthly reward of a pay cheque, so that you can treat yourself and others.

Westminster Service User

There is also increasing research evidence that supporting people to access paid employment results in:

*"improved self-esteem, greater social contact and independence. (Bond, 2004)."*¹

Waghorn et al (2012)² identifies that the two most significant interventions which support recovery for mental health service users are early intervention, and supported employment. In addition a study completed by Sneider revealed that:

*"access to employment significantly reduced consumption of mental health services and made a significant contribution to each individual's recovery". (Burns et al 2007)*³.

The UK's National Drug Strategy recognises that in the past a lack of effective employment support has had a negative impact on relapse prevention. (HM Government, 2010)⁴

In response to service user feedback, research and commissioning policy CNWL continues to deliver and expand access to evidence based employment services, as well as build partnerships with external employment providers.

Implementation of the evidenced based Individual Placement and Support (IPS) Model continues to support a recovery focus within clinical teams, and has an emphasis on:

*"optimism about outcome, empowerment and reducing internalised stigma all of which can be made possible through the value of work. Recovery and employment can be closely linked. For example, the process that people who have been out of work for some time engage in as they move towards work such as building self esteem, identity and motivation is closely linked to mental health recovery (Coutts 2007)"*³

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

Policy Documents:

Five key national policy documents and one local report relating to employment were launched during the year, some of which CNWL contributed to. These included:

Closing the Gap: Priorities for essential change in mental health⁵ – launched by Nick Clegg and Norman Lamb on 20.1.14 – the report emphasises in a time of funding cuts it is important to channel funding in the right area, including ensuring that mental health service users have access to effective employment support. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/281250/Closing_the_gap_V2_-_17_Feb_2014.pdf

Disability Rights Report: Taking Control of Employment Support (October 2014)⁶ – The report identifies that existing national employment provision is failing people with mental health problems, and identified that CNWL Vocational Services assisted more people with mental health problems into employment during 2011-12 than the national Work Choice Programme aimed at supporting people with disabilities and health problems into work. It recommends that services need to move towards a more personalised service model. <https://www.gov.uk/government/publications/the-disability-and-health-employment-strategy-the-discussion-so-far>

DWP Disability Health and Employment Strategy December 2013⁷ – CNWL was part of the national Task Force which developed the mental health element of the strategy. The strategy emphasises the need for a more joined up approach to commissioning and integration of services between JCP, Local Authorities, CCGs and Health Providers. The strategy refers to the co-location of JCP staff within Westminster Community Recovery Teams as an example of good practice. <http://www.disabilityrightsuk.org/policy-campaigns/reports-and-research/taking-control-employment-support>.

Clinical Commissioning Groups Outcome Indicators⁸ were launched and include access to paid employment for mental health service users.

During the year a **Joint Needs Assessment in relation to employment**⁹ was completed by Commissioners for the Tri-boroughs (Westminster, K&C and Hammersmith/Fulham). The report highlights that “Providers offering IPS appear to deliver better value or money within the mental health field. This is consistent with the evidence that IPS is the most cost effective model for mental health”. In addition “There is substantial evidence that IPS results in reduction of use of health services”.

It is also worth noting that in 2012 an international review of mental health in the workforce was completed by the Organisation for Economic and Co-operative Development). The recommendations were based on international visits to services (including CNWL vocational services). The report highlighted the need for integration of employment and mental health services, both in terms of delivering IPS, and co-locating external employment services within mental health, which was a key theme during the year.

3. Over-view of CNWL Vocational Services

In response to the research evidence^{1,2,3} service user feedback and in line with the recommendations of policy documents^{4,5,6,7,8,9} 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.

This Annual Report reflects activity and developments for the period 1st of April 2013 to 31st of March 2014. The report will cover adult mental health and addiction services. It will consider measured progress against the implementation of the ‘Mental Health Employment Framework’¹⁰, and the ‘Addictions Employment Framework’¹¹ and the ‘Vocational Services Strategy’¹².

4. Service Developments/IPS Implementation

During 2013/14 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, Brent and the expansion of the IPS model to Hillingdon Community Recovery and ABT teams. IPS has also been implemented in all Early Intervention Teams ie Brent, Harrow/Hillingdon and Westminster/K&C; and is based in 1 Addiction Team (Brent). The service has also now been extended to 2 posts in the Rehabilitation Service Line in Brent and Hillingdon.

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

4.1 Partnerships / new funding opportunities / co-location of Employment Staff

During the year there was an emphasis on building partnerships with commissioners across the Trust and strengthening partnerships with external employment agencies. This has resulted in a commitment to implementing IPS in mental health services in Harrow, and in Kensington and Chelsea; as well as a successful joint bid with Remploy to Brent LA/London Councils.

4.2 Co-location and Employment Specialists from other agencies

Co-location of external employment staff within CNWL services was a key theme, resulting in Job Centre Plus (JCP) staff being seconded into Westminster Community Recovery Teams (this includes a full-time Employment Specialist and a Disability Employment Advisor 2 days per week), and will include staff from Remploy (who will be based in the Brent Recovery Team), and Rethink (Harrow Recovery) in the new financial year.

5. 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 several international visits from Sweden and Norway, and the Policy School from the Cabinet Office. In addition the delivery of IPS courses for the Centre for Mental Health in London, Scotland and Yorkshire. All of which now provide income generation opportunities for the service.

6. User Employment Programme (UEP):

The programme continues to offer a range of work placement opportunities across the organisation, as well as supporting access to paid posts. In addition the programme now works in partnership with the Peer Support Manager to support applicants applying for Peer Support Worker Posts. There have been a number of key achievements.

- 6.1 The programme had its highest paid outcome rate during 2013-14, which is the result of the work that has been done on building good working relationships with recruiting managers and sub-contractors across the Trust.
- 6.2 Due to the increasing interest from service users in Peer Support Roles, the UEP is increasingly offering Support Worker Placements which provide opportunities to develop valuable transferrable skills.
- 6.3 In addition the programme strengthened relationships with the Trust's sub-contractors, including OCS and Ranstaad who have now made a commitment to employing service users at a pilot site, with a view to extending this to other sites.
- 6.4 Partnerships were also strengthened with Local Authority partners in Westminster and Harrow, resulting in offers of placement and paid employment opportunities.

I gained a lot of experiences through my placement. It was completely different from a volunteering position it was like a real job and I managed to get two interviews within a month. I can't begin to tell how the UEP service has changed my life and I cannot thank my ES enough for her excellent and extraordinary help and support.

Service user supported by the User Employment Programme

I started the User Employment Programme last October and did not know what to expect. I found that it has far exceeded my expectations and it has been hugely beneficial to my state of mind. Shortly after starting the placement I began to feel much more positive because I had a purpose and a structure to my life. The good feedback I received from people hugely boosted my confidence and made me see that I could be employable, in spite of my mental health issues. My placement was initially 3 months, but was extended to 6 as the work I had started was beneficial. My placement has led to me having a short term contract within the team which has been a very exciting outcome and has made me feel like I can make a worthwhile contribution to an organisation. It has also made me feel 'normal' and like my peer group to be working part time. I have learned invaluable skills through this programme which I hope to use in all areas of my life".

Service user supported by the User Employment Programme

It has been great working in partnership with the CNWL UEP. We have gained two very valuable members of staff as a direct result.

Carillion Service who manage Harrow Libraries

The programme has been great to work with, very helpful, and very supportive to the clients we have placed in work at CNWL.

Ranstad – CNWL Administration Recruitment Agency

The UEP has been fantastic in helping us fill vacancies at CNWL, and has provided us with a number of outstanding candidates.

OCS – CNWL Domestic and Catering sub-contractor

8. Service User Satisfaction Survey

A confidential telephone survey was carried out by service users at the end of the financial year. 78% of service users surveyed were either 'very or quite satisfied' with the support they had received from their ES to achieve their vocational goal. In terms of improving the service people identified that they want more time with ES for job seeking support. Service users identified the things that they most valued were, "having an ES who believes in me" and "having someone who can open doors with employers". In addition 92.6% were either very or quite satisfied with the help and encouragement they received from their care team to return to employment.

See appendix b: Service User Survey results.

9. Recovery College

Vocational services staff from across the Trust continued to deliver the 5 Day Recovery College Course entitled 'Employment 'Recovery in Action'. In addition a specific course on managing personal information such as mental health when applying for and starting a new job. ES also identify that many of the courses offered by the Recovery College very much compliment the return to work process such as mindfulness, stress management etc. During the year 56 people attended the employment courses.

10. Work with local employers

Employer engagement remained a key theme during the year, given we know that up to 80% of jobs are never advertised. Hence, finding jobs in the 'hidden labour market' is a key component of the work of Employment Specialists. An audit during the year of 113 employment outcomes identified that 40% were as a result of employer engagement by the ES or service user, only 18% were the result of traditional job seeking methods.

The support from the CNWL vocational team is professional and helpful. I hope many employers will use them"

Manager, Royal Mail.

11. Local Authority Partnerships

Access to paid employment is becoming increasingly important for Local Authorities, and the work of the Health and Wellbeing Boards. During the year vocational services continued to work with Local Authorities in relation to implementation of existing vocational services within Westminster as part of the Tri-borough Review; as well as exploration of new funding opportunities with Brent and Harrow Local Authorities.

In the coming year it will be important to review the integrity of the employment status data we provide to Local Authorities to ensure that it is accurate.

12. Service Delivery Outcomes

12.1 The User Employment Programme (UEP)

During 2013/14, 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 time limited placements and paid employment within the Trust. The programme is delivered by one employment specialist, with support from the Deputy Vocational Services Manager.

The following tables detail outcomes for individuals accessing the UEP during 2013-14; and since the inception of the programme in 2004.

Table 1

User Employment Programme	Financial Year 2013-14	September 2004 - March 2014 (Cumulative Figures)
No. of people who accessed the User Employment Programme	50	320

Of those referred to the User Employment Programme (UEP) during 2013-14, **56%** (28) had at least one hospital admission before accessing the service. **58%** of people accessing the programme went into placements in a range of non-clinical settings, and **25%** were offered in clinical settings.

Table 2

User Employment Programme	Financial Year 2013-14	September 2004 - March 2014 (Cumulative Figures)
No of work placements offered	18 (13 of which were new placements, 5 were carried over from the previous financial year)	222
No of paid employment outcomes:	24 (for 21 people)	141
Of those supported to access employment the % of individuals who had sustained their employment	At the end of the financial year of the 21 people placed in employment 18 (85 %) were still working. Of which <ul style="list-style-type: none"> - 33% (7) had been in work up to 13 weeks. - 38% (8) had been in work between 13 weeks and 6 months. - 29% (6) had been in work over 6 months. 	
No of people supported to access mainstream education and training	0	52

Of the 21 people moving into paid employment **57%** (12) had a history of psychosis and at least one hospital admission. **43%** were from White British Backgrounds, **57%** were from Black and ethnic minorities. **43%** went into part-time and **57%** into full-time employment.

Implementation of the IPS Model within Trust-wide Mental Health and Addiction Services

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

See appendix c for a summary of demographics and outcomes for the User Employment Programme

Table 3

Trust-wide IPS Services	
No. of people who accessed IPS services from across the Trust 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.	406 actively accessed the service (Target for 2013-2014 no of people actively accessing the service = 370)

Of those accessing support from an ES based in Community Recovery/Community Rehabilitation teams, the majority had more serious and complex mental health problems; 70% had a diagnosis of some form of psychosis. Of the 126 people moving into paid employment from mental health services 78% had a diagnosis of some form of psychosis.

Many service users accessing trust-wide vocational services had experienced significant periods of unemployment, the average being 3.2 years, ranging from 1 month to 52 years.

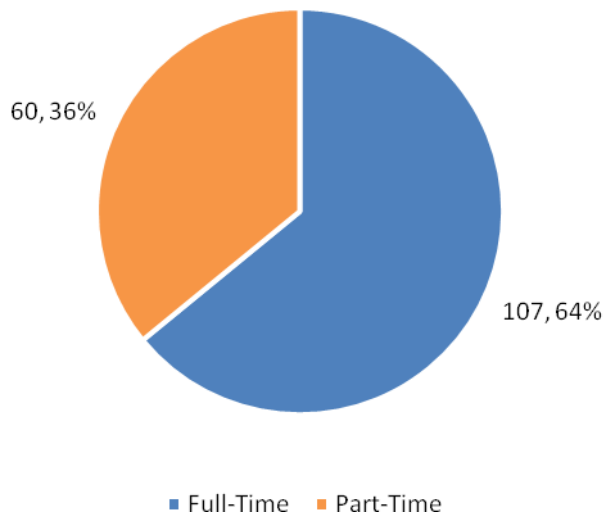
Table 4

Trust Wide IPS Services 2013-2014	
No of paid employment outcomes	167 (Target 150) The above outcomes were achieved for 126 individuals, as some people were supported into more than 1 job.*
Of those supported to access employment the % who sustained their employment	<i>Of those supported into paid employment</i> 56% had sustained their job over 3 months. .

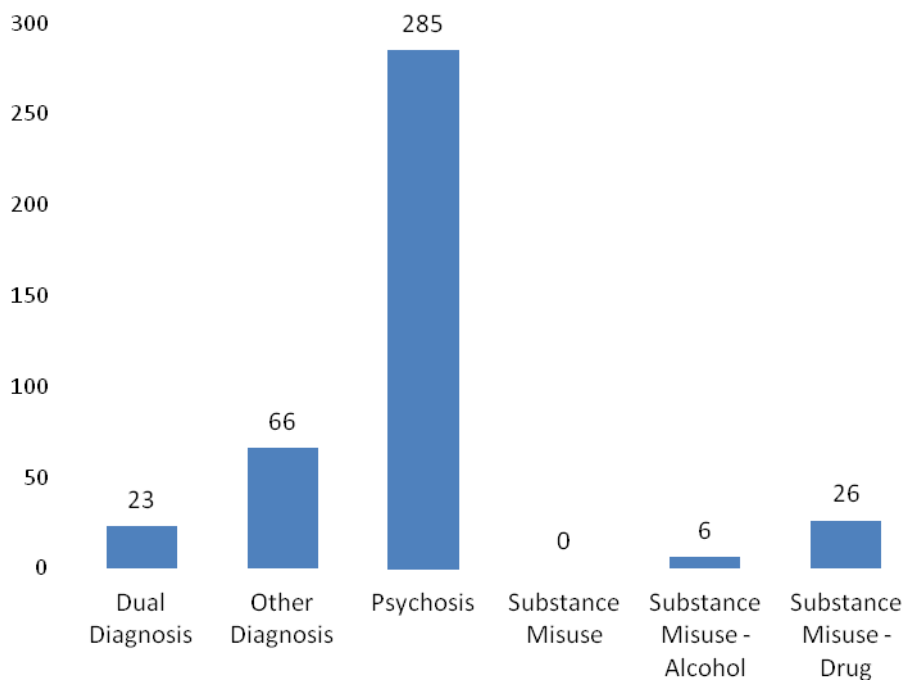
*A small % of service users gained more than 1 job during the time with IPS services. It should be noted that each job is counted within IPS practice, and multiple jobs is seen as acceptable and part of the process as people explore their vocational identity and choose the right job match, which in turn increases the likelihood of job retention. (Mueser and Bond 2012¹).

Of those moving into paid work the average time taken was 6.9 months. The following pie chart provides a breakdown of the number moving into part and full-time work.

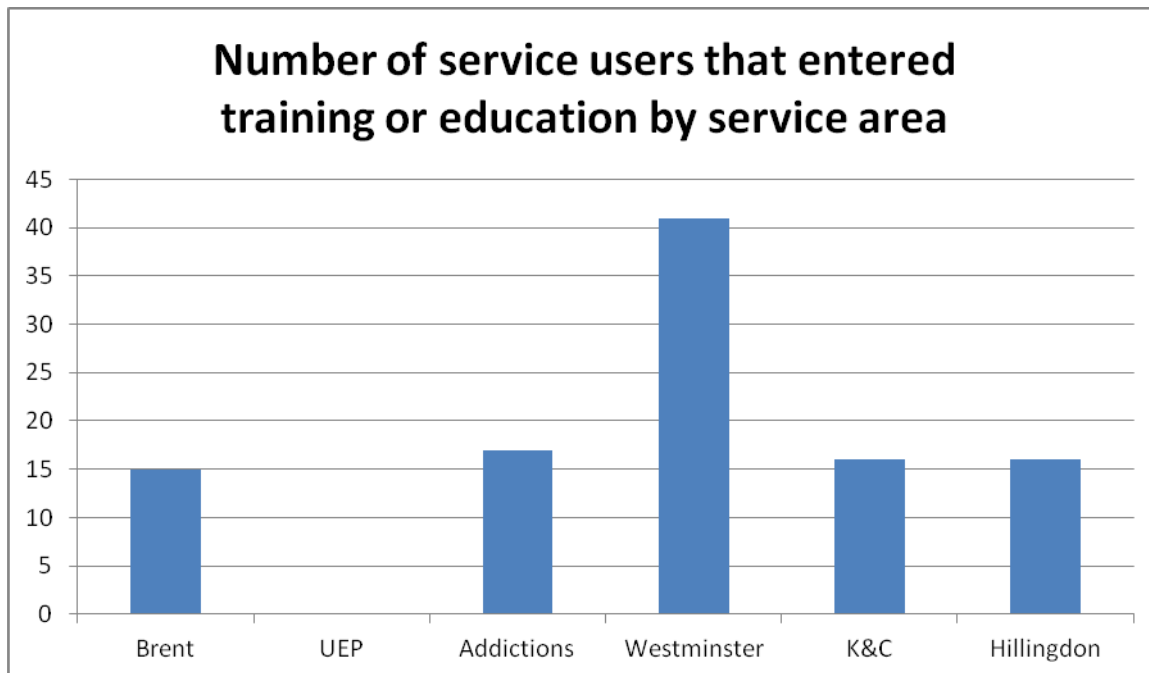
Employment starts by hours worked



Number of service users who accessed the service during the financial year by diagnosis



Of those referred to Trust-wide Vocational Services, 105 were supported to access mainstream education/training into education/training opportunities. The table below provides a summary of educational outcomes by borough.

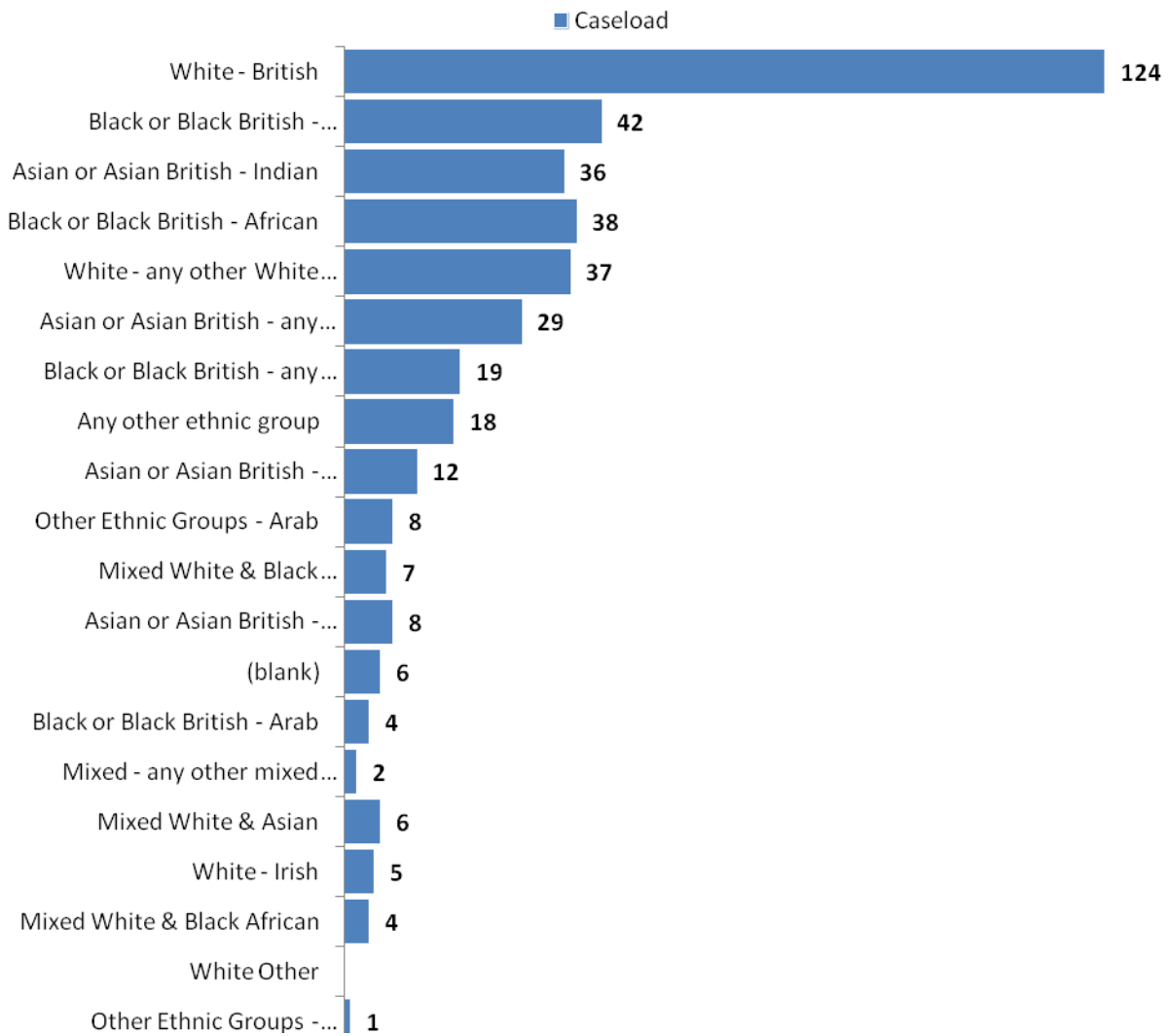


Rapid job search is a key element of the IPS approach and the following table outlines the % of people who were supported to job seek within 4 weeks.

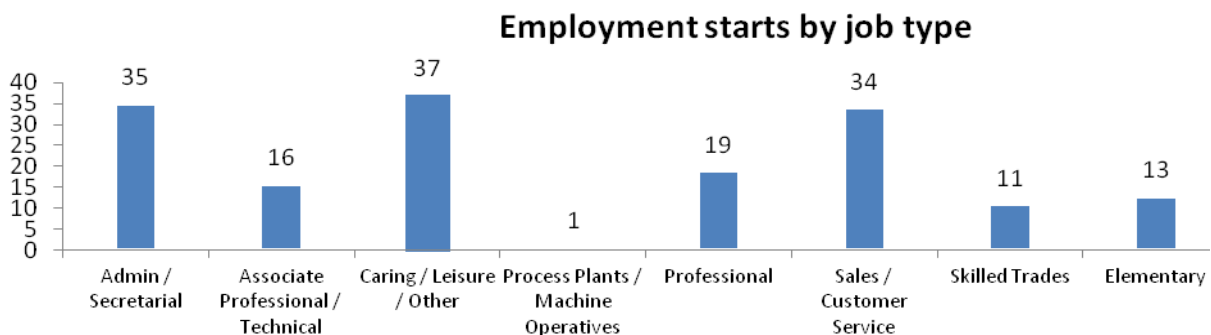
Trust Wide UEP/IPS Services	
% of service users supported to job seek within 4 weeks	70%

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.

Ethnicity of all clients accessing the service 2013 to 2014



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



See *appendix e*: for a breakdown of performance for each borough/service line.

See *appendix f*: for a Summary of Key Performance Indicators for Vocational Services 2014

13. Implementation of the IPS Model within Local Services:

13.1 Community Recovery Service Line:

The **Brent** Recovery Team identified funding to replace the ES post that was lost in the previous financial year due to short-term funding, the post holder started in November 2014. During the year on-going discussions took place with the LA and partners resulting in a successful bid to London Councils/Brent LA with Remploy, which has resulted in 2 years funding for an ES post, and the creation of a Vocational Team Leader role locally.

"The ES is a very empowering member of staff, her contribution to the team and the services goes above and beyond. She has a great ability to engage with service users and make a positive change in our service user's lives. We are lucky to have her within the service".

Care Co-ordinator, Brent EIS Service

The **Westminster** vocational team, continue to embed the IPS approach in the Community Recovery and Early Intervention Teams, all IPS services had an updated Quality Assurance Review and have moved from Good to Exemplary Fidelity. The IPS contract has not been tendered out at this stage (unlike other supported employment services across the Tri-boroughs), due to commissioner recognition that the service is working well. In addition as a result of local partnership work 2 staff from Job Centre Plus are now co-located in the Westminster Recovery Teams.

"The Employment Specialist in our setting really is most specialist! Our service users have long periods of unemployment but often have skills they have forgotten they possess. They have the right to employment with support as we all do, and the team at Woodfield Road have become very much part of the return to work process. There are challenges at times but the ES and her team have taken these on and advocated on behalf of service users."

Care Co-ordinator, Westminster N Recovery Team

In **Hillingdon** as a result of on-going discussions with LA Commissioners the supported employment service previously managed externally was TUPED across to CNWL in order to create an integrated high fidelity IPS service in the Recovery Team. This resulted in the creation of a local Team Leader and 2 new Employment Specialist Post during the year.

"It is essential to have a dedicated person on the team who can support and advise clients thinking about returning to employment or college. I am convinced we would have a much lower rate of getting service users on their feet and into the job market if we didn't have an Employment Specialist (ES). The ES offers a more personalised service for young people experiencing their first episode of illness and in regaining confidence to return to employment or education, and also offers a buffer between mental health services and JCP and the employment market".

Care co-ordinator, Early Intervention Service, Hillingdon/Harrow

In **Harrow** a Section 75 Employment Strategy sub-group was established to identify how the borough can increase access to paid employment. This has resulted in funding for a new Vocational Team Leader Post who will lead the implementation of IPS in the borough and broader partnership work. In addition a commitment to co-locate an existing Rethink ES Post within the Recovery Team to deliver an integrated IPS model.

In **K&C** Commissioners have committed to implementing an integrated IPS service within Recovery Teams in the new financial year.

13.2 Assessment and Brief Treatment Service Line

The transfer of funding to CNWL from a voluntary sector project in Hillingdon resulted in an ES Post being created in Hillingdon.

13.3 Addiction Service Line Team

As a result of a successful Big Lottery bid in the previous year funding began for the on-going support of an Employment Project Manager and 1 ES based in Brent for a further 3 years from 10 June 2013. The Employment Project Manager post now also works across mental health services.

In order to capture all the learning from delivering IPS within an Addictions service, the service worked in partnership with the Centre for Mental Health and Addiction Services in New Zealand to produce a Briefing Paper to capture lessons learnt from implementing IPS within an Addiction setting. This will be launched in the new financial year.

13.4 Rehabilitation Service Line

A Band 6 Vocational Team Leader is now established in the Rehabilitation Service. The post holder works across the service line delivering surgeries, recovery college courses in Horton Haven, and also supports the ES based in the Brent Community Rehabilitation Team.. During the year funding was secured from the LA for an ES Post in the Hillingdon Community Rehabilitation Team.

I cannot believe I have finally got a job it has changed my life. I feel happy within myself, the bad thoughts from my head have disappeared. I have made friends at work who speak Gujarati and they help me practice my English! I feel more confident travelling around in London and being around people that do not speak my language. My home life has improved as well. I cook for myself and socialize with people in my accommodation site I live on.

I want this story to help others in a similar situation. Anyone can work; if you receive the correct help and support no barrier will stop you from working.

Service user who had been unemployed for 18 years before accessing IPS service

See Appendix g: which provides an Organisational Chart for vocational services.

CONCLUSION:

Expansion of access to high fidelity evidence based employment services was a key step forward during the year, given the extension of IPS into Hillingdon Recovery and ABT teams. In addition there is now a commitment from commissioners to extend IPS services to Harrow, and Kensington and Chelsea in the new financial year.








Partnerships was a key theme during the year and resulted in the co-location of Job Centre Plus staff in Westminster Recovery Teams, which is the first secondment of its kind into mental health teams in the UK. A successful joint bid will lead to Remploy staff being based in the Brent Recovery Team; and in addition a Rethink ES in Harrow in the new financial year. These new posts will increase access to high quality evidence based employment support, which we know is fundamental to the recovery of many people who access secondary mental health and addiction services. In the coming year we will be exploring how we can extend co-location of external employment staff to other boroughs across the Trust, providing significant added value to the delivery of local services.

CNWL contributed to, and was cited in, a number of national employment policy papers during the year. Including the DWP Disability Employment Strategy, Disability Rights Report: Employment Support, Taking Back Control; as well as the more local Tri-borough Joint Strategic Needs Assessment on Employment. All emphasize the effectiveness of the IPS approach and the increasing evidence around its cost effectiveness compared to other return to work models, and the significant impact IPS has on reducing use of health services, relapse prevention and health and wellbeing for each individual. Building on the current evidence base we plan to do more detailed evaluation during the next financial year to identify the return on investment resulting from an ES being based in clinical teams; and the impact the ES role has on the whole population attached to a clinical team, not just those on the caseload of each individual ES. This will inform an updated Vocational Services Strategy in the coming year. This demonstrates the increasing profile of access to employment in teams which are utilising the IPS approach.

Although many positive developments took place during the year, the annual confidential service user survey revealed a decrease in levels of service user satisfaction compared to previous years. 78% of people surveyed were either very or quite happy with the support they received from their Employment Specialist (compared to 96% in the previous financial year). Some service users fed back that they would like to see their ES more regularly, in addition there was some disruption to services in some boroughs, due to staff sickness. This feedback will inform on-going developments across the service. However, it is encouraging that 92.6% of service users were very or quite satisfied with the level of support and encouragement from their care teams in supporting them to access employment. This reflects the increasing profile of employment in clinical teams with an integrated Employment Specialist.

Based on feedback from people who access our services and clinical teams we will be launching a co-produced vocational services webpage and twitter to enable us to provide information to a wider audience in relation to supporting people to return to employment.

Appendices:

Appendix a	Background information on how the IPS Model Works/Policy Framework	 Appendix a Introduction to IPS.doc
Appendix b	Service User Survey results	 Trust Wide Service User Satisfaction Sur
Appendix c	Summary of demographics and job outcomes for the Internal User Employment Programme	 UEP Employment Outcomes and Demog
Appendix d	Trust wide employment outcomes by Job Category	 Trust wide employment outcome
Appendix e	Summary of performance of IPS services within Service Lines/Boroughs	 Borough Summary Proforma for 2013-14
Appendix f	Summary of Key Performance Indicators for Vocational Services 2014	 Vocational Services Key Performance Indi
Appendix g	Trust Vocational Services Organisational Chart	 Vocational Services Organisational Chart

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3. McQueen J, Turner J, 2012 Exploring forensic mental health service users' views on work: an interpretative phenomenological analysis. The British Journal of Forensic Practice, Vol 14 No3 2012 pp 168-169.
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5. Closing the Gap: Priorities for essential change in mental health
6. Disability Rights Report: Taking Control of Employment Support (October 2014)
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10. CNWL Employment Framework 2005.
11. Addictions Employment Strategy 2006.

12. Vocational Services Strategy 2011.