

REPORT FOR: Council

Date of Meeting:	30 November 2017
Subject:	Information Report - Review of Harrow Council's Mental Health Awareness Campaign
Responsible Officer:	Tom Whiting (Corporate Director of Resources and Commercial)
Exempt:	No
Wards affected:	N/A
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the progress made to date on the Council's campaign to raise mental health awareness and challenging the stigma around mental health both within the workforce and wider local community.

Recommendations:

Council is requested to note the report.

Section 2 – Report

Background:

At the Council meeting of Thursday 22 September 2016, Councillors stated their unanimous support for signing up to the Centre for Mental Health's Local Authority Challenge, with the appointment of two Mental Health Champions: Councillor Kareema Marikar and a senior officer Champion (Tom Whiting, Corporate Director of Resources). The Mental Health Challenge Motion was in the names of Councillor Adam Swersky and Councillor Varsha Parmar.

The Centre for Mental Health's Local Authority Challenge committed the Council to support positive mental health in the community, tackle inequalities in mental health, and address discrimination against people with mental illness.

Earlier this year, we launched Thrive Harrow, the first borough-level Thrive initiative in London and linked to the Mayor's Thrive London initiative. The launch of the Thrive Harrow coincided with us signing the Time 2 Change pledge at a public event held on the 11th May 2017. We have also signed up to the Stevenson and Farmer report's recommendations for employers on Mental Health for employees.

It was agreed that the Mental Health Champions would report back on their progress to Council in one year.

Why change is needed around mental health awareness:

National Context:

Mental health problems are a significant risk to our wellbeing. The charity Mind estimates that 1 in 4 people experience mental health problems in any given year¹ and that mental health problems like anxiety, depression and unmanageable stress affect 1 in 4 British workers each year. The World Health Organisation predicts that depression will be the second most common health condition worldwide by 2020, and there is often a cause and effect relationship between mental health and issues such as housing, employment, family problems or debt².

Mental wellbeing is widely considered to be one of the biggest threats to success and productivity in the workplace, due to absenteeism and 'presenteeism' (the act of attending work while sick, which can cause productivity loss, poor health, exhaustion and workplace epidemics). The cost to the UK economy of mental health problems is estimated at £105bn per

¹ McManus, S., Meltzer, H., Brugha, T. S., Bebbington, P. E., & Jenkins, R. (2009). Adult psychiatric morbidity in England, 2007: results of a household survey. The NHS Information Centre for health and social care.

² <http://www.mentalhealthchallenge.org.uk/the-challenge/>

year³. Proportionately, based on these figures the cost of mental health problems to the local Harrow economy would be around £0.5bn.⁴

Employers and employees can be unsure as to how to effectively confront the issue of mental health in the work place. Time to Change state that 9 out of 10 people with mental health problems experience stigma and discrimination⁵. If individuals who experience mental health problems are afraid to disclose their condition, this may lead to their support needs going unmet and the issues further exacerbated.

The topic of mental health has been gaining momentum over the past year, with raising mental health awareness being one of the Prime Minister's stated key priorities, and the Royal Family also having spoken out about their personal mental health experiences. The Mayor of London, Sadiq Khan, has also recently established 'Thrive London', with the objective of raising mental health awareness in London.

Local Context:

National IAPT (Improving Access to Psychological Therapies) data has estimated that 22,700 people (9%) of Harrow residents may currently be living with common mental health problems⁶. Prevalence is slightly higher in Harrow than the England average for mental health problems such as schizophrenia, bipolar affective disorder and other psychoses; at 0.93%, compared with 0.84% (Harrow Joint Strategic Needs Assessment, 2016). Harrow also has a higher rate of mental health service users who were inpatients in a psychiatric hospital (3.6%) compared to the national average (2.4%). Furthermore, the Local Carers' Survey (2012-13) found that approximately one in five carers in Harrow were caring for someone with mental health problems (Harrow Joint Strategic Needs Assessment, 2016).

Local PANSI (Projecting Adult Needs and Service Information) mental health data shows that the number of people aged 18-64 in the borough living with a common mental disorder has increased, from 24,975 in 2014 to 26,064 in 2020, with 11,168 of these people predicted to have two or more psychiatric disorders increasing to 11,674 by 2020⁷.

Research by Mind suggests that public sector employees are at a greater risk of experiencing mental health problems than their private sector counterparts.

³ 'No Health without Mental Health' Report (2007):
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213761/dh_124058.pdf

⁴ http://www.harrow.gov.uk/news/article/408/harrow_council_appoints_mental_health_champions

⁵ <https://www.time-to-change.org.uk/mental-health-statistics-facts>

⁶ [Harrow Joint Strategic Needs Assessment, 2016](#). *Harrow Joint Strategic Needs Assessment 2015-20*, London: Harrow Council.

⁷ Update population projections calculated using data released by ONS. [Projecting Adult Needs and Service Information \(PANSI\)](#), 2014.

Mind surveyed over 12,000 employees across both sectors and found a higher prevalence of mental health problems in the public sector, as well as a lack of support available when people do speak up⁸.

This may be partly due to the financial challenges currently facing the public sector, which are likely to have increased pressures on the sector workforce (thereby potentially increasing the risk of them experiencing mental health problems) due to issues including, having to undertake the same (or increased work) with fewer staff resource, multiple reorganisations, the community impact of changes, and keeping up with the pace of change.

Harrow Council sickness absence monitoring data shows that from October 2014 – Dec 2016, 3.35% of all reasons given for sickness absence were categorised as 'Stress/Depression'. A further 26.2% of reasons for absence were recorded as 'Other'. Whilst one cannot be certain as to why such a large proportion of staff and management chose the 'Other' category, it is probable that some of the individuals within this category will have been suffering from mental health conditions. The Time to Change survey undertaken earlier this year indicated that 20% of staff took sick leave for mental health reasons, which supports this hypothesis.

The Council's Strategic Approach:

The role of our Mental Health Champions is not to try to scrutinise or replace local mental health services, but to raise the profile of mental health awareness, tackle the stigma around mental illness, and signpost to key mental health support services. As such, specific aspects of their role include:

- Advocating for mental health issues in council meetings and policy development
- Reaching out to the local community (eg via schools, businesses, faith groups) to raise awareness and challenge stigma
- Encouraging the Council to support the mental health of its workforce

The Champions developed a low cost, high impact mental health action plan consisting of a year's worth of diverse wellbeing activities. They assembled a dedicated task group comprising of staff from various departments, and set up monthly meetings for the group to design, implement, and review the action plan.

The project group was keen to sign the Council up to the 'Time to Change' Employer Pledge, as it was recognised that this particular campaign had made a significant positive impact in reducing the stigma around mental illness. It was also thought that signing the Pledge would help the group to maximise the impact of the campaign, by providing them with useful, practical support in:

⁸ <https://www.mind.org.uk/news-campaigns/news/mind-reveals-shocking-differences-in-mental-health-support-for-public-private-sector-workers/#.WZFsMVKosnM>

- Developing a comprehensive action plan in line with Time to Change's 7 key principles which have been shown to promote effective campaigns
- Understanding and sharing best practice in implementing effective employer mental health campaigns
- Enabling access to a wide range of free resources (including research, publicity resources, and a comprehensive communications pack to help disseminate information about the campaign both internally and externally)



The action plan, which has been enthusiastically endorsed by Time to Change, is focused on breaking down the stigma around mental health, encouraging more openness and conversations around mental health, and putting mental wellbeing at the heart of policy-making, whether in our social care strategy or our housing plans.

Area of Focus	Why it is Important	How it has been achieved
Senior Level Buy-In	<p>Visible endorsement and leadership from senior managers has provided a significant boost to the campaign, in terms of:</p> <ul style="list-style-type: none"> • Increasing its perceived credibility • Reaching wider staff and public audiences • Facilitating joint working with local partner organisations • Assembling and maintaining engagement from the campaign/project group 	<p>Passing of the cross party motion of Council to sign up to the Local Authority Mental Health Challenge.</p> <p>The campaign has also received public endorsement from not only the mental health champions, but also the Mayor, Council Leader, Chief Executive, and Councillors – many of whom attended and delivered speeches at the Council’s public Time to Change Pledge Signing Event on 11 May 2017. A review of the mental health action plan has also been added to Corporate Equalities Group meetings as a standard agenda item, demonstrating wider senior level support and helping to keep managers informed and receive useful feedback.</p> <p>In addition, the campaign has also been endorsed by senior leaders from other local and national mental health organisations (such as the Chief Executive of Mind in Harrow, and the Employer Manager from Time to Change), and recognised by Thrive London – who are providing it with support for the future.</p>
Wellbeing activities	<p>Hosting wellbeing activities such as yoga and meditation classes are a cost effective way to support employees to achieve a healthy work/life balance and boost their overall levels of satisfaction and productivity. The sessions can help individuals to revitalize, relax and release tension caused by daily stresses in the workplace.</p>	<p>As part of this campaign, Public Health have run various wellbeing activities for staff including: yoga/meditation workshops, healthy Harrow walks, dance sessions, mini-workout sessions and energisers. Links have also been made with Active minds to help advertise their staff wellbeing and crafts workshops via staff communications.</p>

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<p>Publicity campaign</p>	<p>To open up conversations around mental health, thereby helping to break down the stigma associated with mental health conditions.</p> <p>In addition to internal communications, the project group have also publicised the campaign and its messages externally, to reflect the wider commitment to supporting the local community, and facilitates fostering positive relationships and collaboration with other local mental health organisations.</p>	<p><i>Internally via:</i></p> <ul style="list-style-type: none"> • Articles in the Chief Executive’s newsletter • Staff weekly news bulletin posts (e.g. providing campaign updates and signposting information) • Designing and displaying posters around the Council Civic Centre and Depot buildings • Hosting public events such as the Time to Change Employer Pledge Signing and ‘Tea and Talk’⁹ Events <p><i>Externally via:</i></p> <ul style="list-style-type: none"> • Social media posts • Campaign blog posts, such as in the Local Authority Mental Health Challenge and Centre for Mental Health websites • Press releases and articles in the local press • Organising live footage of our public events through London Live • Campaign posters and mental health exhibitions in local libraries and community centres
<p>Public Mental Health Events:</p>	<p>Organising workplace events can help to get colleagues thinking about and discussing mental health in the workplace.</p>	<p>Two key events during Mental Health Awareness week (8 - 14 May) were held:</p> <ul style="list-style-type: none"> • Public Time to Change Pledge Signing Event (11 May) • Staff Tea and Talk day (please see description in the footnote) <p>The Pledge Signing Event was particularly well attended with over 100 attendees from the Council workforce and local public, private, and voluntary sector organisations. Speakers included: the Mayor, Council Leader, Councillors, and our mental health</p>

⁹ With 20% discounts on teas/coffees at the Retreat, this event was attended by Council staff as well as representatives from local mental health organisations including Mind in Harrow. It provided an opportunity to discuss mental wellbeing, identify and share wellbeing resources.

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		<p>champions, as well as various representatives from local and national mental health organisations such as Time to Change’s Employer Manager, a service user and the CEO from Wiseworks, and the chief executive of Mind In Harrow. It was a fun, lively event with musical performances from local mental health music organisations ‘More than Just a Choir’ and ‘UKCan’ (The Ukulele Group) – who provide opportunities for individuals with mental health conditions to socialise and recover through music.</p>
<p>Mental Wellness Training</p>	<p>Delivering mental health training sessions can help to create a well informed workforce, with employees who are able to effectively manage their own mental wellbeing, identify early signs of mental health issues both in themselves and others, and support others who may be experiencing mental health issues. The training sessions also help to demonstrate an organisational commitment to supporting employees’ wellbeing.</p>	<p><i>Internally:</i> Mental Health First Aider courses delivered to Council staff, including 15 who have received additional ‘Peer Educator’ training – enabling them to deliver Mental Wellness training courses to other Council staff.</p> <p>Mental Wellness courses delivered for staff. These 2 hour courses focus on:</p> <ul style="list-style-type: none"> • Raising awareness about common mental health problems • Informing staff about where support is available • Helping to build mental resilience • Challenging the stigma and discrimination around mental health <p>In addition, Human Resources – Learning and Development Team and Public Health are currently developing a mental wellness course specifically tailored to managers. This will be delivered by the Chief Executive of the Harrow Association for Disabled People (HAD) Nigel Long.</p> <p><i>Externally:</i> Mental health development training and courses taught in local schools (‘Mental Health First Aider’ and ‘Young Health Champions’ courses taught by Public Health to local</p>

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		<p>young people and those responsible for them). Public Health have delivered mental health champions courses to 4 secondary schools, and Mental Health First Aider courses to 15 primary and 1 secondary schools.</p> <p>Details of the programmes delivered:</p> <ul style="list-style-type: none"> • The Young Mental Health Champions programme has been developed with schools and youth organisations to support peer led health promotion campaigns. Champions are involved in a wide range of activities including: designing and delivering health campaigns, role modelling healthy behaviours, signposting to local youth health services, listening to and supporting their peers, and supporting national health promotion messages. • Youth Mental Health First Aider Programme for Schools and Colleges is a one day course designed especially with schools in mind targeted to meet the needs of educational environments. At the end of the course teachers will be able to: Recognise the symptoms of mental health problems, provide initial help, guide the young person towards appropriate professional help, develop an understanding of how you can create and maintain a healthier and more productive learning environment, and be mindful of their own wellbeing. <p>We are also aiming to support Harrow Youth Parliament (HYP)'s 'Curriculum for Life' Programme – which is a series of classroom/assembly lessons which focus on mental wellbeing for children and young people in local schools. Through our early discussions with HYP and Thrive London representatives we have established ongoing support for the 'Curriculum for Life' Programme in terms of helping the HYP to gain quality assurance on their lesson plans from representatives from both Thrive London and Public Health. We are keen to continue</p>

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		working together with both Thrive London and HYP to ensure that local children and young people benefit from improved wellbeing support provision in the future.
Collaborating with public/voluntary partners:	<p>Working with other local partner organisations enables the Council to:</p> <ul style="list-style-type: none"> • Build and develop strong relationships with local mental health organisations • Promote the long term sustainability of the project by establishing a collaborative culture • Avoid duplication by building upon what is already happening around mental health in Harrow 	The Champions have worked with other local organisations on various initiatives, such as by signing the Council up to Central North West London NHS (CNWL)'s 'User Employment Programme' – which provides voluntary work placements within participating Employers' organisations for people with mild-moderate mental health conditions ¹⁰ . Representatives from our project group have also attended a local musical fundraiser event run by Rethink Mental Illness, and are currently exploring designing artistic murals around mental health with local mental health arts organisation 'Arts for Life'. The mental health champions have also attended Rethink Mental Illness Support Group sessions, listening to the views of the Voluntary Sector Representatives present, relaying their concerns and questions to CNWL, and subsequently sharing the CNWL response with the Support Group.
Raising the topic of Mental Health in Committee/Board meetings:	One of the Champions' objectives is to place mental wellbeing at the heart of Council policy making. Frequently raising the topic of mental wellbeing during Committee and Board meetings helps to ensure that this topic gets the consideration it should.	Mental Health Champion Councillor Kairul Kareema Marikar asked questions relating to mental health at the 7 February Health and Social Care Scrutiny Sub Committee. The project Group have also provided input into the design of the new civic via the Regeneration Workshops, and ensured that the mental health action plan is reviewed quarterly at Corporate Equalities Group meetings. There is however more to do in order to ensure that consideration of mental wellbeing is embedded into all areas of policy making across the Council.
Monitoring and Reviewing Staff Wellbeing	Requesting staff feedback both prior and after the year's campaign on their wellbeing and satisfaction (or otherwise) with the wellbeing support available at work will provide evidence about the impact of the campaign.	1,000 randomly selected staff were asked for their views on mental health support provision in the workforce via the Time to Change staff evaluation survey. This survey will be circulated to staff again at the end of this year, which will provide a useful

¹⁰ The Central North West London (CNWL) NHS Team will be joining a Corporate Leadership Group meeting in October to inform senior Council Officers about the programme and request their endorsement

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		<p>comparison to help the project group to measure the campaign's impact. 157 completed responses were received, which revealed the following:</p> <ul style="list-style-type: none"> • <u>Work Level and Responsibilities:</u> 77% of respondents did not have managerial responsibilities, 18% were line managers, 8% middle management, and 1% senior manager • <u>Experience of Mental Health (MH) Problems:</u> 51% stated that they are a 'family member of somebody who has experienced mental health difficulties', 45% stated they are a 'friend to someone who has experienced mental health difficulties', and 39% stated that they have 'personal experience of mental health difficulties'. <p>Of those who said they had experienced MH issues, 77% said these had been in the last 5 years.</p> <ul style="list-style-type: none"> • <u>Supporting Colleagues with MH Issues:</u> 77% of the respondents stated that they either 'would definitely' or 'would possibly' intervene if they noticed a colleague was suffering from MH issues, and 82% said they 'would definitely feel glad' if someone felt comfortable disclosing their mental health issues to them. 82% stated that they 'definitely would not' laugh or joke about someone with mental health difficulties (although 2% said they 'definitely would' and 1% said they 'possibly would' join in with the joke). <p>Of those who had disclosed their mental health issues to colleagues, most (55%) said they felt 'very supported', whilst 18% felt either 'fairly' or 'very' unsupported.</p>

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		<ul style="list-style-type: none"> • <u>Language used around Mental Health:</u> 61 stated that they either 'strongly' (32%) or 'slightly' (29%) agree with the statement 'my colleagues use positive language when referring to mental health', 25% neither agreed nor disagreed, and 9% said they either 'strongly' (3%) or 'slightly' (6%) disagreed with the statement. • <u>When asked if they agreed with the statement - 'My workplace is supportive about issues concerning mental health':</u> 58% either 'strongly' (25%) or 'slightly' (33%) agreed with the statement, 21% neither agreed nor disagreed, and 17% either 'strongly' (9%) or 'slightly' (8%) disagreed. • <u>When asked if they would feel confident disclosing mental health issues to a colleague:</u> 23% said they had 'already told them', 4% said they would feel 'very confident' and 11% stated they would feel 'fairly confident'. However, 49% said they would feel either 'very unconfident' (19%) or 'fairly unconfident' (30%). • <u>Sickness Absence:</u> Of those surveyed, 55% said they had taken time off-work due to sickness in the past 12 months, and of these 88% said it was for a physical health reason, whilst 20% said it was for a mental health reason. Notably, 7% of those who said they had taken time off for mental health reasons stated that <i>'I was off sick for a mental health reason and told my manager it was for a physical reason'</i>.
Staff Wellbeing Intranet Site	To enable staff to access information relating to mental health issues, and to empower line managers and their teams to discuss mental health openly and confidently.	A series of wellbeing webpages are now available on the staff intranet site. The Health Matters Portal has themed 'landing pages' covering topics such as Healthy Eating, Fitness, Smoking

Area of Focus	Why it is Important	How it has been achieved
	<p>The webpages will feature resources from a range of organisations – as set out in the graphic below.</p>	<p>and Drinking, Mental Wellbeing, and Health at Work. The Workplace Wellbeing Resources page provides a series of resources (from organisations such as Time to Change, Mindful Employer, Mental Health First Aid England, and Public Health) supporting employees and line managers to:</p> <ul style="list-style-type: none"> • Have open conversations around mental health • Effectively self manage their own mental wellbeing <p>These pages are currently isolated from the hub homepage, and as such will soon be promoted on the homepage with their own icon under 'Top Tasks', along with a news item to highlight them further.</p>

Endorsement from Time to Change:

As a result of this campaign, Harrow Council has been put forward by Time to Change as a potential case study for the Prime Minister's Review into Mental Health in the Workplace. Our campaign has been chosen as an example of best practice in delivering workplace mental health awareness campaigns. The Champions have also been informed that Harrow Council's campaign will feature as a case study and will feature on Time to Change's new website.

Harrow Council's Mental Health Champions project group were also invited by Time to Change to deliver a 'masterclass' presentation to a range of private, public and voluntary organisations, focusing on how organisations with limited resources can achieve positive impact around mental health awareness. The project group received very positive feedback on their presentation from attendees and have subsequently been invited to take part in future masterclass events.

Sue Baker, Director of Time to Change, said *"Through our employer pledge we're thrilled to be working with over 500 organisations, such as Harrow Council, that have committed to opening up the conversation about mental health in the workplace. Too many people with mental health problems are made to feel isolated, ashamed and worthless. By signing the pledge, employers like Harrow Council are showing a real commitment to changing the way we all think and act about mental health in the workplace."*

Future Project Plans:

The Champions have ambitions to continue and expand the mental health project in the future, and are in discussion with representatives from Thrive London (The Mayor's Mental Awareness Programme) to position Harrow as a pilot site for city wide initiatives.

The focus for the year ahead will be on two community related initiatives:

- **Engaging local employers** – bringing together the public sector, community partners, people with experience of mental illness, and local business around a commitment to improving mental wellbeing in the area, and providing employers with Corporate Support to assist with developing their own mental health campaigns and working together to improve mental wellbeing in the borough, through collaboration with Enterprise Harrow
- **Supporting Children and Young People** – Recognising that mental health problems are increasing amongst younger people, the project group are working together with Harrow Youth Parliament to coordinate campaigns around mental health

Specific Future Actions:

- Redistribution of Time to Change Evaluation Survey and comparative analysis of the pre and post campaign survey results

- Monthly communications with staff (and public as appropriate) to continue in the CEX newsletter
- Collaboration with the Thrive LDN campaign

Financial implications

The Mental Health project helps the council work towards achieving it's Corporate Equality Objectives which in turn support the Council's Corporate Priorities. Progress is measured against existing priorities and measures from directorate scorecards. Therefore Directorates are not being asked to undertake any additional work and costs will be contained within existing budgets.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

Was an Equality Impact Assessment carried out? No

If no, state why an EqIA was not carried out below: There is no proposed service or policy change, hence no Member decision or EqIA required.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The report and the work associated with it supports the Council priorities of:

- Making a difference for the vulnerable
- Making a difference for communities

Future project plans for engaging and supporting local businesses may also support the Council priority of:

- Making a difference for local businesses

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert



Chief Financial Officer

Date: 17 November 2017

Ward Councillors notified:

NO

Section 4 - Contact Details and Background Papers

Contact: Mohammed Ilyas, Policy Officer email:mohammed.ilyas@harrow.gov.uk

Background Papers: None

If appropriate, does the report include the following considerations?

1.	Consultation	NO
2.	Priorities	YES