

# OPEN

## Labour Market - a place free from human exploitation

**Seminar Proceedings and development plan**



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## INTRODUCTION

The phrase “Labour Market: a place free from human exploitation“ is considered to mean “A workplace that was safe to exercise one’s rights at work that was fair in the treatment of workers, and provided security of employment”.

### Factors that lead to success

- Employers who recognise the human capital that their workforce provides.
- Effective communication skills from all elements of the workforce.
- High quality management expertise.
- Long term thinking and planning about where a company or organisation needs to be to survive the recession, and then to consider the impact this has on the workforce in terms of treatment, training and safety.
- Human Resource departments who are knowledgeable and have the skills to ensure a safe non-exploitative workplace.
- A full awareness about rights at work and the value of Unions for individuals and employers leading to better industrial relations.
- Corporate Social Responsibility plans and policies are useful to prompt the planning for safer, non exploitative workplaces.

### Barriers that impede progress

- A culture of management by bullying creates significant problems throughout the organisation.
- Undue importance placed by employers on short term targets resulting in unreasonable pressure to deliver.
- Excessive use of Agency staff if they have no buy-in to the workforce.
- Use of short term contracts to avoid employment law responsibilities.
- Behaviour which is unfair and illegal leading to workers not getting a remedy to their problem.
- Changes in employment law are not always clear, either for employees or employers.
- Lack of knowledge about trade unions in the workplace especially amongst younger employees.
- Poor Health and Safety systems particularly around the physical nature of the workplace, lone working, threats to front line staff both in the workplace and when away from the work location.

The workshop themes were set out as:

- **Mental Health and wellbeing in the workplace -**
- **Responsible downsizing and restructuring**
- **Supporting those most vulnerable in the workplace**

## KEYNOTE SPEECH

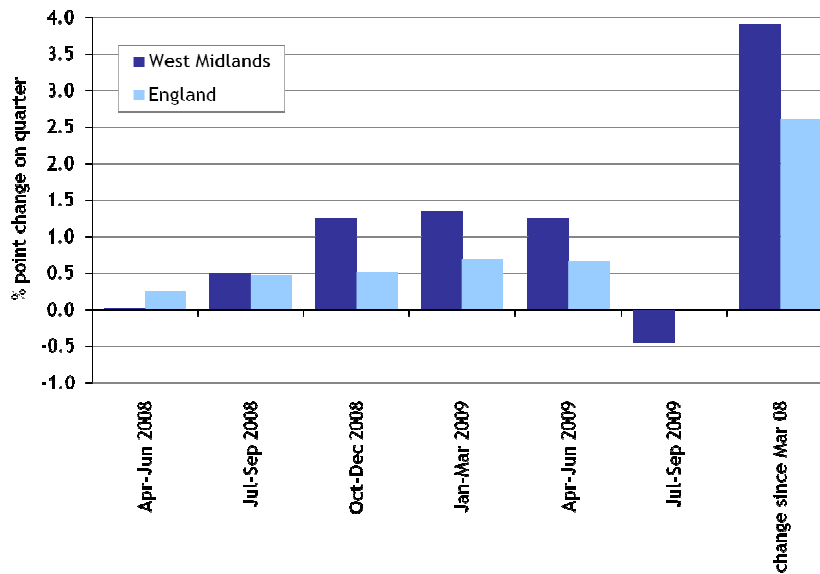
### Keynote Speaker One – A Policy Perspective

**Roger McKenzie – Regional Secretary, Unison**

- There are two questions that need to be addressed regarding the current economy:
  - 1) How can we be more imaginative than in the past?
  - 2) How do we get away from business as usual?
- The recession offers an opportunity to move towards something different, as even before the economic downturn struck, there were pockets within the region that were struggling, despite overall employment rates being reasonably good.
- Even in ‘good’ economic times, there are still people that are struggling – it is therefore important to avoid just returning to the way things were before. This is not only unimaginative, but fails to address fundamental issues.
- There have been massive changes in regional action over the past 25 years and communities have changed as a result of local industry changing. For example, Walsall is no longer the heavily industrial region it once was.
- There is therefore a need to not only protect those who are vulnerable in the workplace, but also protect those in the wider community.
- There are ongoing issues for migrants trying to get into work, which is a reflection of problems faced by migrants 50 years ago. It is therefore vital to learn from this period in order to change the way that things are done now, and to offer hope to people.
- Before the recession, the West Midlands Region had the lowest skill rate in the country. Therefore, there must be an underlying issue that needs to be addressed in order to move forwards and successfully raise the level of skills in the area. We must seize this opportunity to gather regional leaders and engage them in discussions to address the problem.
- It is important to consider the overall objective for the future of the Region, and avoid focussing on ‘any old job’ for getting people back into employment.
- It is therefore vital to decide the direction that the Region should be moving in, and plan for how this will be achieved. We should create courses and schemes that are useful, and not just ‘for the sake of it’.
- The community should be involved with discussions, so that it is not just the ‘usual suspects’ dictating what needs to be done - the OPEN Project offers the opportunity for people at a grassroots level to have some input and ownership.
- Job summits are carried out on a national level; however, this needs to be regional in order to create meaningful employment within the Region.
- The West Midlands was a cradle for the last industrial revolution - based on imagination and entrepreneurialism, and therefore has the potential to do this again.
- The region could be the driving force for the Green Revolution, as there is a great deal of manufacturing knowledge and expertise already in the Region, which could be transferable to retro-fitting properties and manufacturing solar panels.
- No other region has yet fully grasped the Green Economy – the West Midlands could be the first, particularly as it is home to some of the finest universities in the country.
- Projects can be developed over the Region that link people’s ideas, in order to generate critical mass.

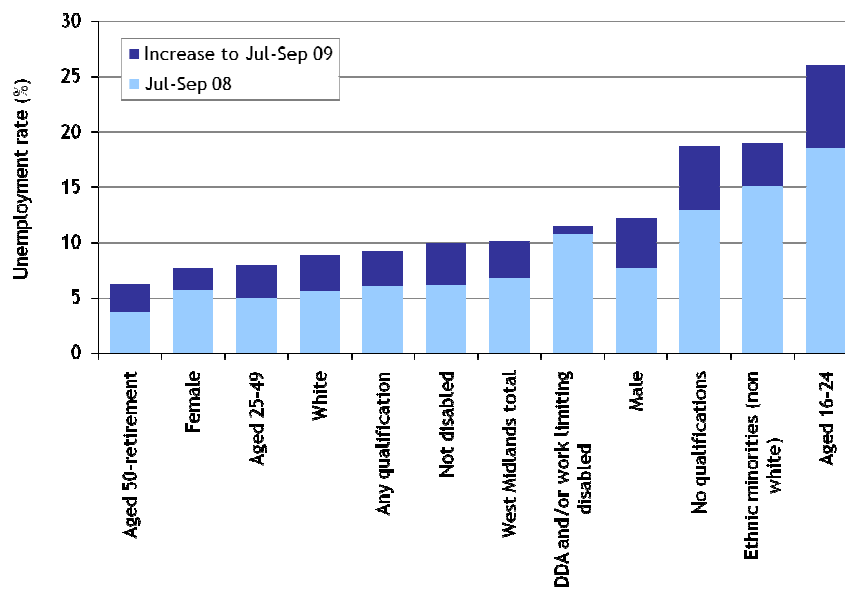


### Quarterly change in unemployment rates



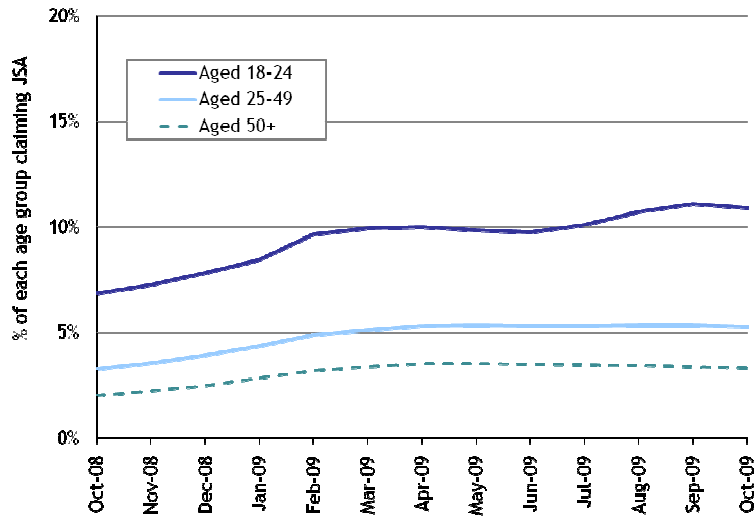
Source: Labour Force Survey, seasonally adjusted data

### Increase in unemployment rates by demographic group



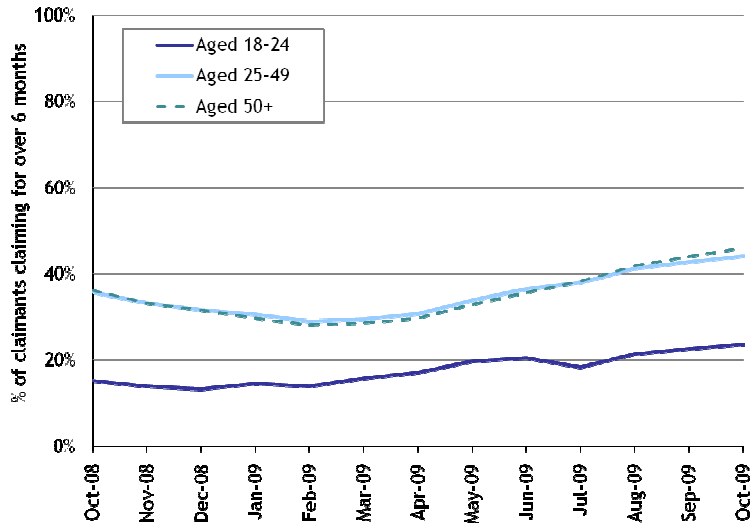
Source: Labour Force Survey, non-seasonally adjusted data

### JSA claimant rates by age group



Source: Office for National Statistics (claimant count, non-seasonally adjusted data)

### Proportion of long-term claimants (claiming over 6 months)



Source: Office for National Statistics (claimant count, non-seasonally adjusted data)

## WORKSHOP MATERIALS, DISCUSSION POINTS, AND RECOMMENDATIONS

### WORKSHOP ONE – Mental health and well being in the workplace

Facilitated by Helena Duignan, Senior Research Analyst, West Midlands Regional Observatory and Mary Dunleavy – NHS West Midlands Regional Development Centre

Background context supplied in advance of workshop one

The West Midlands Regional Observatory recently published a report on mental health and employment in the region. This can be downloaded from the WMRO website: [www.wmro.org](http://www.wmro.org) > OurResearch > Economicinclusion > Economicinclusionspotlightreports

Mental health problems are widespread and affect people both in work and out of work. In the UK, it is estimated that:

- 1 in 4 people will suffer some form of mental health problem during their lives
- At any given time 1 in 6 working age adults have symptoms associated with mental ill-health (e.g. sleep problems, fatigue, etc) which do not meet the criteria for diagnosis
- A further 1 in 6 working age adults experience diagnosable mental health problems (e.g. depression, anxiety, etc) at any given time
- An estimated 1%-2% of the population (a proportion stable over many years) have severe mental health problems (e.g. schizophrenia, bipolar disorder, etc)

#### **The West Midlands**

In the year to March 2009 in the West Midlands, only 29% of people with a mental health problem were in employment in the West Midlands, compared with 61% for all those with health problems, and 72% for the general population. People with a mental health problem have the lowest rates of employment of any health problem.

#### **Key Facts for the West Midlands Region**

		<b>Rate (%)</b>
<b>Employment</b>	All health problems	60.7
	Mental health problems	28.9
	General population	71.6
<b>ILO Unemployment</b>	All health problems	9.1
	Mental health problems	24.0
	General population	7.8
<b>Sickness benefit claims</b>	IB claims for mental or behavioral disorders	40% of IB claims 96 000 people

Source: Labour force Survey April 08-Mar 09 four-quarter average

*N.B. Health problems here refer to self-reported health problems lasting longer than a year*

## Feedback from Workshop one

### **Key Points:**

#### **Unemployment and Mental Health**

- A discussion was had around mental health and it's causes. Mary Dunleavy shared that mental health is a major issue affecting people particularly in the West Midlands. One of the key triggers identified in developing poor mental health has been identified as a person being made unemployed. If a person remains unemployed for long periods of time the impact increases significantly.
- The Jobcentre have identified that 40% of people currently claiming incapacity benefit are suffering from mental health issues. The general feeling is that the actual figure could be higher than this but people are afraid to admit to having mental health issues due to fear of being stigmatised.
- A point was made that within the Jobcentre there are many staff that do not have the adequate training or experience needed to work with those who have mental health problems. In addition the Jobcentre are working over capacity which means they are not always able to provide adequate or ongoing support to those that need it most
- Examples were given of people who have been given conflicting messages when trying to access information on benefits and tax credits. This has in turn discouraged people from taking up employment for fear that they may lose benefit entitlements if they do take up employment/volunteer work. It was noted that the mixed messages received from the Jobcentre could put off people taking that first step for volunteering or seeking employment

#### **Employment and Mental Health**

- There were a number of underlying issues identified around mental health in employment. Many sufferers do not openly discuss the issue as they fear they will be stigmatised.
- A person with a mental health problem may not wish to disclose their condition, it therefore making it difficult for an employer to diagnose the problem or provide additional support for the employee.
- Because of this there is an imperative to support people in work where this is possible, as well as addressing the stigma of mental illness within the workplace
- Examples were given from employers who have felt unable to support an employee due to the lack of expertise to support staff who have mental health problems. This issue can be amplified particularly in the case of smaller organisations that may not have a dedicated HR resource.
- In addition the 'fear of the unknown' was discussed. Employers may not have met someone with mental health issues and therefore may not know how to respond to

an employee if they are suffering from mental health problems.

- Finally a participant expressed the view that employers who use the internet to recruit staff can create a disadvantage to this client group unless the recruitment processes are designed to address their needs
- In theory, schemes like 'Train to Gain' looked good, and were prompting employers to take training and re-skilling opportunities more seriously. But in practice the scheme was unrealistic in their expectations of claimants looking to improve their employability. Train to Gain offered skills and training advice, for example through Business Link advisers, colleges, and training providers – but not everyone is in a position to be helped, e.g. if there are inadequate childcare arrangements available. What was needed was family-friendly employment and training opportunities, for example with flexible working options that facilitate take-up and retention of employment. This was often not available.

### **What could 'we' do locally/regionally?**

#### **Raising awareness and support**

- Key regional organisations should be doing more to promote some of the issues that exist, for example the Chamber of Commerce could do this with employers through events such as business breakfasts, where the business case for employing someone with mental health problems can be made.
- The Jobcentre Access to work scheme (for employing those with disabilities) should be promoted more effectively. So far only 1% of the money allocated to this scheme has gone to those suffering from mental health. Current discussions to open this up to make the scheme broader should be encouraged as this would be beneficial to both perspective employees and employers
- Support needs to be made available to employers on how to support staff with a mental health issue – this could be developed through a dedicated helpline or online help videos
- There are schemes available that are being developed regionally, on the 7<sup>th</sup> December a Jobcentre pilot has been launched: A Mental Health Coordinator will be employed in each district. The focus of these new roles are to:
  - Train existing Jobcentre staff on how to support and advise those who have mental health issues
  - Partnership working with wider agencies – providing advice on legislation and support. available

#### **Procurement**

- Jobcentres will be asked to look at PSA16 groups when looking at awarding new contracts. This sits within the Public Procurement Framework proposed by the Economic Inclusion Panel. A suggestion was put forward that the Jobcentre could also put on a seminar explaining the Access to Work Fund.

- Regional leaders need to be more aware of these issues and give regional leadership and inspiration to move forward on this agenda as nothing much will happen without this impetus
- Steve Fitzgerald made a comparison between how an SME responds to problems with equipment and how they support staff with mental health problems. If an SME has a piece of machinery that was working at 60% efficiency they would call in expertise to fix it. He compared this situation to the fact that 40% of the regions workforce have or have had a mental illness (ie are working at 60% capacity), but the owner/managers do not recognise the problem and do not know who to call to get help. He then gave the example of Sandwell Work Well where this help is made available; this approach could be promoted much more widely.

### **Recommendations and message to policy makers**

- The message that maintaining the employment of someone with a mental health problem will result in much better outcomes for the individual and the wider community this should be promoted more widely and supported with incentives from public money with matching support from the employer who also stands to benefit.
- Build in social clauses in the Public Procurement Framework to ensure the issues raised in this workshop are incorporated where possible
- Make the benefits system simpler and more transparent to employers and make the transition into work easier for prospective employees
- There is a need to provide support to SME employers particularly Human Resources expertise so that they are better able to engage in a positive way with staff members who experience mental health problems, and develop supportive interventions
- Employers need to recognise that on-line recruitment will limit the pool of available candidates as this recruitment process can be very off putting to some groups

**WORKSHOP TWO – Responsible downsizing and restructuring**  
**Facilitated by Steve Fitzgerald, Membership Director, BITC**

Background context supplied in advance of workshop two

**Businesses are currently operating in extremely difficult circumstances facing intense pressure on cash flow as demand for many goods and services dries up, while banks are unable to provide short term funding relief. Redundancy and restructuring, including the closure of operations, are becoming a necessity as some organisations are forced to reduce overheads in order to survive.**

The current economic crisis is unusual in the speed and severity of impact, but vital lessons learnt in previous downturns around issues of trust, reputation and organisational knowledge must not be forgotten. This briefing note offers ways to reduce headcount and restructure that minimise the negative impact to individuals and communities, and which ultimately pay dividends to the organisation involved.

These ideas and best practice should provide a timely reminder that organisations do have options over the way that they restructure and downsize, and making changes with care and respect for the individuals and communities involved is an investment that will both protect their business today, and place them in a better position for the future when economic conditions improve.

Good practice requires objectivity, lateral and innovative thinking and, above all, planned and considered communication. Important when times are good, communication is essential when times are bad

**Getting the scale of your approach right**

The size of an organisation impacts on the number of people affected by redundancy programmes and the community impact, and therefore the scale of response required. In remote areas, where there may be only one major employer, closing down a facility will have a much greater and more negative impact, and means planning and investment is even more critical. But any employer – irrespective of size – can adopt a responsible approach. Values-based decision making applies whether you are cutting one job, or making thousands redundant and closing down an operation.

BITC and a range of organisations are working to provide businesses with flexible and responsive support during the economic downturn. These agencies can provide support in developing the skills and employability of remaining employees and those facing redundancy.

ACAS: [www.acas.org.uk](http://www.acas.org.uk)

CIPD: [www.cipd.co.uk](http://www.cipd.co.uk)

The Learning & Skills Council: [www.lsc.gov.uk](http://www.lsc.gov.uk)

JobCentre Plus: [www.jobcentreplus.gov.uk/JCP/Employers/redundancies/index.html](http://www.jobcentreplus.gov.uk/JCP/Employers/redundancies/index.html)

## Feedback from Workshop two

### **Key Points:**

#### **The benefits identified that arise from responsible downsizing:**

- Maintenance of a good reputation amongst customers
- Retention of skills (for an eventual 'upswing')
- Diversity in the workforce
- Employee engagement and motivation
- Customer loyalty
- Supplier loyalty

#### **The negative impacts of downsizing:**

- Wider impacts on the local area such as problems in the local economy – for local businesses, landlords etc
- Falling demand for public transport, retraction of bus services
- Increased pressure on public sector services including training programmes, Jobseeker/Job Centre/Job support services, and Health services
- Timing is crucial when an organisation decides to downsize, this needs to be done before a situation becomes 'critical' and legal obligations need to be dealt with. The importance of a balance between long and short-term views was highlighted. . (often smaller businesses have more problems thinking long-term).
- Smaller companies may have a lack of skills in terms of managing human resources and longer term planning. Bad practice comes from this lack of skills, particularly in small companies where there may be a low take-up of work-based learning, low interest in diversity and a more 'paternal' rather than 'developmental' approach to HR management.
- The HR industry itself is not engaging with small companies. Getting these skills into SMEs is crucial. The question was asked "Does the CIPD have a role to play here?"

#### **Downsizing and Small and Medium Enterprises**

- Issues around the capacity of companies to respond well were discussed and where as large employers have HR departments in place to consult clearly with stakeholders and staff around downsizing this was often not the case with SME's. More needs to be done in order to support this group.
- Experience gained from the regions approach to attracting inward investment by new employers was felt to be helpful. In that situation success came from rapidly turning around a coordinated offer of support, easily accessible and given in a pack to the potential investor. This was available early in discussions, detailing exactly what

support that investor could expect. A similar approach could be taken to HR and downsizing support.

- Companies in difficulty could be presented with a pack to service their needs and all support agencies from across the board could describe what support they can offer to assist in attracting inward investment. Success came from rapidly turning around a coordinated offer of support, easily accessible and given in a pack to the potential investor. This was available early in discussions, detailing exactly what support that investor could expect. A similar approach could be taken to HR and downsizing support. Companies in difficulty could be presented with a pack to service their needs with all support agencies from across the board represented.

### **Legal Obligations, Regional Responses and Entrepreneurialism**

- The legal system seems to be the main factor that dictates behaviour. Often, all resources seem to be dedicated to 'following the correct procedure'. Though this does not necessarily mean good practice. For example, being legal does not involve considering staff as stakeholders, or conducting communication well.
- It was felt that the regional structures of the West Midlands are getting more and more difficult to engage with therefore making effective coordination hard to achieve. The question was asked around what was the role of the WM Regional Task Force? What are they doing? In addition should they be doing more to promote the support they are able to give?
- Has entrepreneurialism been stifled in an age of big business? This was thought particularly relevant in the South West Birmingham and the Black Country where former large employers' stability created a dependency culture and has worked against the formation of an entrepreneurial culture.

### **What could 'we' do locally/regionally?**

- There should be a coordination/rapid response team of public services (e.g. Jobcentre Plus) which organisations can access if they need to lay off workers. Examples were given from the Rover taskforce – a Jobcentre Plus programme aimed at accommodating recent layoffs from the Longbridge plant. Similar services should be provided for other local businesses.
- Job summit – an event should be organised to embrace the recovery. Themes to be covered should be: coordination, communication and action. It should aim to form a shared picture from many sides rather than each agency/business sector adapting in their own silo.
- A re-energised post GCSE work placement programme is needed to support people in experiencing and preparing for the world of work. It needs to be responsive to individual needs and not a one size fits all.
- There needs to be a clear leader from the region, who would be responsible for co-ordinating regional responses and identifying a common identity for the region.

This needs to take into account rural areas and towns on the periphery of the region often having much more 'in common' with their non-WM neighbours. It was felt by the group that currently the region does not do this effectively.

### **Recommendations and messages to policy makers**

- Recognise that the impact of redundancies is wider than just the company and develop the expertise to understand this impact on the local area and how best to respond. A number of SME's downsizing, will have the same impact as a large employer and this needs to be taken into account.
- The region needs to hold a Jobs Summit targeting employers, organizations, trade unions, and public servants working to tackle economic regeneration and narrow the region's gap in GDP. This would develop an agenda that will move the region on, rather than trying to recreate the glories of the past. Proposals for a Green Revolution to match the industrial revolution was proposed
- There is a need within each local area for a rapid response team of support and advisors who can be brought into a SME that requests help to deal with potential re-structuring. This team can also consider the wider implications of compounding job losses in an area and identify wider community threats and service issues eg bus services lost with the closing of an employer. This response team needs to include the complete spread of public and third sector organisations in the local area. The Redundancy Road show in Walsall “ was given as an example of good practice

**WORKSHOP THREE – Supporting those most vulnerable in the workplace**  
**Facilitated by John Lee, Assistant Director of Economic Inclusion, GOWM**

Background context supplied in advance of workshop three

The Department of Trade and Industry Policy Statement ‘**Success at Work: Protecting Vulnerable Workers, supporting good employers**’ (March 2006) defined a vulnerable worker as: ‘*someone working in an environment where the risk of being denied employment rights is high and who does not have the capacity or means to protect themselves from that abuse. Both factors need to be present. A worker may be susceptible to vulnerability, but that is only significant if an employer exploits that vulnerability.*’

‘Success at Work’ was published at a time when the UK was experiencing a strong and stable economy, the highest employment rate in Europe and reducing unemployment. Government could speak confidently of the progress achieved since 1997 - setting minimum standards in the workplace, introducing family friendly policies, and measures to improve fairness in the workplace - and the prospect of continued progress on all fronts.

**The current landscape**

Work remains the best route out of poverty and the key means to prevent people from falling into poverty in the future. But since 2006 the UK has entered a recession that has severely impacted the UK economy, with the West Midlands suffering the greatest impact in terms of rising unemployment rates and reducing productivity.

The regional output gap has grown from £10 billion in 2007 to approximately £15 billion in 2009 (against the average output of the remaining 8 English Regions), while the latest Labour Market Statistics (November 2009) confirm that the West Midlands has:

- The highest ILO unemployment rate of any UK region, at 10%, with 270,000 people out of work;
- 186,100 people claiming Jobseekers Allowance (JSA), an increase of 69,900 on September 2008;
- 55,455 Young People claiming JSA, compared to 31,000 in 2008; and
- An employment rate dropping from 72.2% to 70% in the 12 months to September 2009 compared to a national average of 72.5%.

In addition, the Region has the highest proportion of people with no formal skills qualifications, with current projections suggesting there will only be 600,000 jobs **nationally** requiring no qualifications post-recession, compared with 3.5 million before the recession.

The recession undoubtedly impacts the debate on vulnerable workers and the support they require. It arguably calls into question the definition we ascribe to ‘vulnerable workers’ (as the prospect of further job losses remains) and most certainly increases the challenge of ensuring every worker is offered the opportunity to progress in work and undertake **valued** and **value-added** work

## Feedback from Workshop three

### **Key Points:**

#### **Who is considered vulnerable?**

They workshop considered who might be thought of as vulnerable in the workplace and established the following list: -

- Migrant workers including those from the A8 accession countries. Often language barriers and lack of awareness of employment legislation can hinder employment.
- People suffering from poor mental health
- Those who are under stress due to fear of or actual redundancy
- People experiencing poverty in work where their wages do not meet their minimum weekly outgoings
- Those with low skills who will find that there is a very significant drop in the number of jobs which are open to them after the recession (nationally the number drops from 3500 000 to 600 000)
- Young people who are at the beginning of their careers and do not have experience
- Those in rural areas who have very few opportunities close to where they live
- Women who still experience unequal treatment in the workplace
- Those who have been in prison
- Those who are homeless
- Older workers who are struggling to continue to work full time but can not retire because their pension is not enough to live on

#### **Public Procurement Framework**

- John Lee, the lead for the regional Economic Inclusion Panel, identified that 20% of the regional shortfall in output is related to economic exclusion. This has increased from £10bn to £15bn over the recent recession. The public sector spend £175bn per annum and John introduced the current proposal to have a Public Procurement Framework to seek to achieve better outcomes for vulnerable individuals as well as society as a whole through the application of clauses that will lead to greater public benefit. He also highlighted the issue is not simply about unemployment but also poverty in work.

#### **The effects of the recession on the West Midlands**

- Each time the region has entered a recession it comes out at a lower level of employment and growth. This is a long term trend and this recent recession looks like continuing the trend.
- The West Midlands region spends approximately £1.3b per annum on all unemployment related benefit payments
- The role that schools can play to support young people and their parents to raise aspirations and develop new skills needs to be developed so that all schools perform at the level of the best.

- Currently each month around 330 000 people join the unemployment register and 230 000 leave the register. Figures show us that approximately 80% of unemployed people get another job within 6-9 months. This is why the government provides focused support after 10 months of unemployment to support the 20% who are not able to secure alternative employment.

### What could 'we' do locally/regionally?

#### Activity relating to employers

- Develop an Enterprise Loan Scheme, funded by National Government, to support people in the same way that student loans are provided, so as to stimulate and support greater entrepreneurialism. Repayment would be deducted from wages directly once a certain income level is reached.
- Develop internships that are meaningful and individually tailored for people other than graduates to give them the opportunity to learn about their chosen career and give them the opportunity to prove their worth to a company.
- Develop incubation units where new or existing companies who have a high proportion of vulnerable people as employees, can come together as a cluster and develop mutually supportive programmes of business development and support.

#### Policy Interventions

- Local Authorities are required to produce a Work and Skills Plan for their area by 2010, this is an opportunity to target those who are most vulnerable and to propose long term solutions such as the Green Revolution put forward by the keynote speaker
- Get the leaders and decision makers to experience a "day in the life of a vulnerable worker"
- Promote a programme of personal finance competency in schools and all employment programmes and encourage schools to really get behind the idea.
- There is a need to do more to prepare people which in the education system to make much more informed choices about employment options, and enterprise development. The proposal was made to make work experience more valuable, and structure it more as an internship.
- The Future Jobs Fund eligibility criterion are targeting those who do not succeed in securing employment under their own initiative, i.e. intervention at 10 months not prevention, what would be the impact of eligibility at the end of month one?

#### Procurement and the Third Sector

- The Third Sector have an important role to play in this arena, however they need to do a better job in promoting the benefits they bring to society in the form of social good rather than simply trying to compete directly on price. The extra benefits

required need to be included in the invitation to contract from the public procurement framework.

- We spend approximately £1.36bn pa in the West Midlands relating to employment programmes, the question was asked whether we get the greatest impact possible with the expenditure, and whether the programme is closely enough aligned with the shape of the economy.

### **Recommendations and messages to policy makers**

- Develop policy to encourage greater flexibility in employment contracts so that a wide range of vulnerable groups are able to stay in employment and thereby avoid dropping further into vulnerability. This could include more flexible working arrangements, time off for attendance at treatment or support activities, adaption of working environments and the like.
- Recognise that when vulnerable people who are on the Working Families Tax scheme get into difficulties in their employment or become unwell, then they require additional support to avoid them becoming burdened by receiving overpayments. This support could include a longer time to repay monies.
- Additional work needs to be carried out in order to make the benefits system clearer particularly around the issue of permitted work, which at the moment creates uncertainty. The overall aim would be to make the transition into work from benefits more straightforward and supportive for both individuals and employers
- Work needs to be done with Employers to make a single integrated business case to them so that they widen their pool of recruits to include all vulnerable groups.
- Another key message to promote to employers is the significance for individual's wellbeing and wider society that as far as possible individuals experiencing mental health problems are kept in employment. There is a need for support packages to encourage employers to maintain staff within their organisation for as long as possible.