



Mental Health Strategy for Barking and Dagenham

2016 - 2018



Barking and Dagenham
Health and Wellbeing Board



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Foreword

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Mental Health is everybody's business in Barking and Dagenham.



Councillor Maureen Worby
– Chair of Health &
Wellbeing Board

It is estimated that [one in four](#) of us will experience a mental health problem each year. It is also estimated that about one in six of the adult population will have a significant mental health problem at any one time.

Physical and mental health are closely linked – people with severe and prolonged mental illness die on average 15 to 20 years earlier than other people – one of the greatest health inequalities in England – often referred to as ‘parity of esteem’. The Royal College of Psychiatrists has proposed one of the simplest and most influential definitions of ‘parity of esteem’: “Valuing mental health equally with physical health”. We are committed to achieving this in Barking and Dagenham.

This strategy has been developed against the backdrop of immense financial challenges for both the council and NHS. The NHS 5-Year Forward View estimates that the cost of poor Mental Health to the economy is estimated to be around £100 billion annually – roughly the cost of the entire NHS.

Our Council vision is **‘One borough; one community; London’s growth opportunity’** and one of the key priorities of this vision is ‘enabling social responsibility’. We are committed to working with the local community to help create a Borough that supports wellbeing, promotes independence and encourages residents to lead active lifestyles as far as they possibly can. This means that wherever possible we need to ensure there are support mechanisms to enable our residents to live more independently, whilst still offering a safety net of support for our most vulnerable.

Barking and Dagenham is one of the growth areas in London, it is an exciting, dynamic, multi-cultural area, with some great services and opportunities. However, people living here also face a number of historical challenges in terms of housing, employment and health outcomes, as well as dealing with the impact of more recent austerity measures and reductions in public expenditure.

The council’s approach is to bring new life to the borough and to maximise the benefits of the new homes and jobs that economic growth will bring. We want to make sure that everyone living in Barking and Dagenham has an opportunity to contribute to the increasing prosperity and success of the borough. This means that we want to support individuals and community groups to build resilience and to protect and develop community assets. The report of the Barking and Dagenham Independent Growth Commission; [No-one left behind: in pursuit of growth for the benefit of everyone](#) explains this approach in further detail.

Working with local people to shape mental health services



Dr Waseem Mohi –
Chair of Barking and
Dagenham Clinical
Commissioning Group

Your mental wellbeing is just as important as your physical health and as commissioners it is our duty to make sure you get the care and support you need.

Supporting people with mental health problems continues to be a priority for your local NHS clinical commissioning group (CCG). Through the local services we commission we already support thousands of people in the borough to feel better, or to live independent, healthy lives through managing their mental illness. However there is more we want to do to improve services and health outcomes for those with mental health problems. We want to build on these services and work with local people, and those who use them, to help shape them for the future. It is our aim to create flexible, tailored care and support that meets the needs of local people for years to come.

There are many things that can affect our mental wellbeing which is why we are working with the council, and other partners, to help create resilient communities and prevent people from experiencing mental ill health where possible. If people do need care and support it is our aim to ensure the right services available to those who need them, and it is clear and easy to get help. Through this strategy, and working with partners across the health and social care economy we aim to see more people choosing the support they want and a greater range of services to choose from.

Improving the health outcomes for those with mental health issues is something we all want for the people of Barking and Dagenham. As the mental health lead for the CCG it's something I'm committed to achieving.

Your local CCGs has undertaken a lot of work over the last year to help more people use the borough's mental health services. As well as working with GPs to achieve this, we have engaged with local people who are experiencing mental health issues to co-create a new campaign to raise awareness of one of our support services, Talking Therapies, which provides support for those who are experiencing work stress, money worries, trouble sleeping or feeling low.

I've been visiting every practice in the borough to speak to my GP colleagues about the importance of identifying patients who could benefit from mental health support. We've already seen more people using services as a result, but we're not stopping there. Through this strategy we will continue to build on this and ultimately improve the wellbeing of people in Barking and Dagenham.



Dr Raj Kumar –
Mental Health Lead
for Barking and
Dagenham Clinical
Commissioning Group

Background and introduction

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Why have a strategy for mental health?

In 2015 the Health and Wellbeing Board for Barking and Dagenham agreed that a clearer strategy for the development of mental health support was needed, given the complex and challenging position of health and social care services and the need to respond to a range of initiatives intended to create positive change in mental health. This strategy, endorsed by key stakeholders, provides a focus for action on the areas that are most important in creating this positive change in the next two years. It aligns with, but provides a specific Barking and Dagenham perspective on, the wider planning processes that are underway across North East London as part of the development of the Sustainability and Transformation Plan for the area.

Where has this strategy come from?

The Mental Health Subgroup of the Health and Wellbeing Board has a remit to bring together people responsible for commissioning and providing mental health services with service users, voluntary sector colleagues and Healthwatch to work together to improve mental health outcomes. Further information about the group and the Health and Wellbeing Board can be found in Section 9.

A Mental Health Needs Assessment was undertaken by consultants commissioned through the Public Health service and reported to the Health and Wellbeing Board in July 2015. The needs assessment included data review, policy analysis and work with service users and carers to inform a set of recommendations for the development of future services.

Through the Mental Health Subgroup, a scoping exercise was then conducted in partnership with key stakeholders to draw up a mental health strategy map. This captured what matters most to service users and their carers, and provided direction for services to ensure their delivery.

A range of subsequent stakeholder engagement workshops followed. This engagement revolved around the three themes of ***My Life, My Home, My Care***, as described in brief below.

My Life - Helping people stay healthy, resilient and engaged in their communities when mental health issues develop, improving awareness of mental health problems and challenging stigma associated with mental illness, supporting integration, employment and training of people with mental health problems.

My Home - Providing the right support to enable people to live as independently as possible and facilitating greater choice in the kinds of accommodation and support available in Barking and Dagenham.

My Care - Rethinking ways of organising services to become more flexible, responsive and user-led; prioritising prevention, resilience and personalisation approaches whilst ensuring that statutory duties are delivered.



All of the engagement carried out identified **four key priorities** which are the focus for this strategy.



The four priorities are those issues that need to be addressed in a strategic way, taking both a longer-term view as well as identifying immediate actions that are needed. This strategy focuses on these four priority areas, whilst recognising that a number of other important issues are already being addressed by the Mental Health Subgroup and its members, for example through the Crisis Care Concordat. The fourth priority of developing a new model of social support has been included as it was recognised throughout the engagement process that mental health services are going to need to be delivered differently in the future. This was driven by the financial challenges facing public services and the increased focus on prevention and early intervention.

Who is the strategy mainly concerned with?

The 2015 refresh of Barking and Dagenham's Joint Health and Wellbeing Strategy outlined our top priorities for improving the health and wellbeing of all the people who live and work in the borough. Mental wellbeing is often omitted from consideration and recent policy directives have demanded parity of esteem with physical health. This is driven by the fact that people with poor mental health have below average physical health and higher rates of the diseases associated with premature mortality.

Our vision and outcomes for our Mental Health Strategy can only be achieved through a change in the way we do things in Barking and Dagenham. This will involve change for residents by taking on more responsibility for their own health and wellbeing supported by those planning and delivering local services.

This is an evolving strategy which will be periodically reviewed and adapted to meet the changing landscape of the local health and social care economy, within the context of the council's transformation programme and the NHS Five Year Forward View, realised through the local Sustainability and Transformation Plan. This will be reflected through the actions and targets laid out within the strategy, which will in turn become more specific and measurable.

The priority areas in this strategy mainly affect adults with mental health problems, including adults that might have "common" mental health problems such as anxiety and depression as well as mental health problems that are regarded as more severe and enduring. The strategy also aims to prevent mental health problems and includes recommendations to prevent suicide, and is for all adults in the borough.

We further recognise the mental health needs of older people are also a key requirement within Barking and Dagenham and their needs are inherent within the four priorities set out within this strategy.

Links to other areas

Given the fact that mental health affects everybody, this strategy links with a range of other strategies which are monitored by other groups, including subgroups of the Health and Wellbeing Board. This strategy doesn't focus on the specific needs of people with learning disabilities, autism, or dementia.

There is a strategy in place for people with autism [Adult Autism Strategy 2015-2017 London Borough Barking and Dagenham](#). The Learning Disabilities Partnership Board sets the strategic direction for learning disabilities services and services for people with autism in the borough.

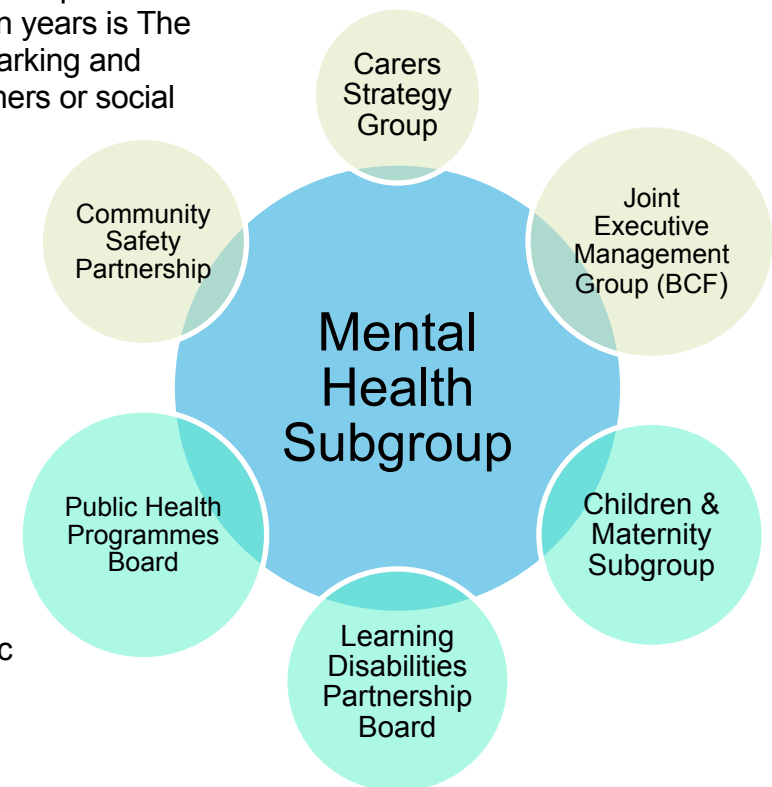
A number of work streams reflected in this strategy interface with elements of the Better Care Fund programme locally, including specific schemes on Dementia and Carers. The Better Care Fund (BCF) programme has been created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them with 'wraparound' fully integrated health and social care, resulting in an improved experience and better quality of life. The Better Care Fund is 'overseen' by the Integrated Care subgroup, but at a more detailed operational level, both finance and performance are managed by the Joint Executive Management Group. The mental health scheme of the BCF aligns with the sections of this strategy which focus on employment and accommodation, and will enable the delivery of some of the specific targets.

Promoting and protecting the emotional health and wellbeing of children and young people is crucial to preventing mental health problems into adulthood. Actions to do this are being taken forward through the [Barking and Dagenham Children and Young People's Mental Health Transformation Plan](#), which includes consideration of improved transitions to adult services. An example of an service which supports people through the transition years is The Listening Zone. This is a counseling service for young people aged 14 to 21 who live or study in Barking and Dagenham. Young people can self-refer or referrals can be made by doctors, school nurses, teachers or social workers.

The Care Act places duties on local authorities to promote the physical, mental and emotional wellbeing of carers and their participation in work, education and training. Barking and Dagenham has produced [Caring Together: A Carers' Strategy for Barking and Dagenham 2015-2018](#) which sets out the vision of a carer-conscious community in Barking and Dagenham and shows how carers will be supported.

Current provision of drug and alcohol services will develop and change over the next two years and improvements to the way services are organised for people who have a "dual diagnosis" of substance use and mental health problems will be considered as part of our strategy to develop a new model of social support. Additionally, Barking and Dagenham is the London site for Public Health England's Addiction to Medicines (ATM) pilot which aims to support areas to develop services for this cohort. The Community Safety Partnership oversees a range of areas where mental health is particularly significant including, Drug and Alcohol Services, Hate Crime, Domestic Violence and Offender Management.

Key theme of Prevention



The theme of prevention runs through the mental health strategy and each of the four priorities will reflect the borough's Prevention Approach. The Care Act 2014 provided a new emphasis and role for local authorities and statutory agencies (principally the NHS) to actively promote wellbeing and independence rather than respond only in a crisis. The Act introduces the wellbeing approach and places duties on the Council to ensure that it:

- provides good advice and information as early as possible to support individuals
- helps people retain or regain their skills and confidence and
- works with people to prevent, reduce or delay the impact of needs wherever possible

The London Borough of Barking and Dagenham developed a local prevention framework which promotes a strengths-based approach to assessing needs and supporting people. The three guiding principles of the prevention framework are that it is only effective when **individuals**, **communities** and **public services** work together.

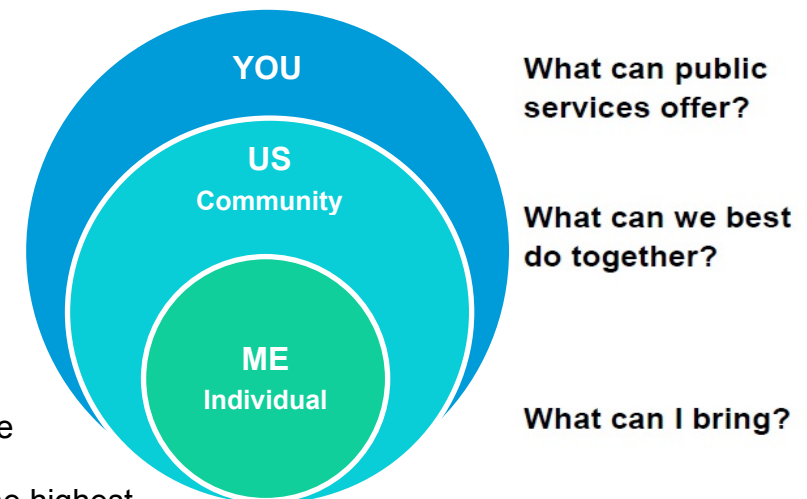
This is aligned with one of the key priorities for Barking and Dagenham to enable social responsibility by encouraging residents to do as much as they can for themselves. This means that individuals, with support from communities and local networks, will be primarily responsible for making their own decisions about their personal life choices and for seeking the advice and information they need to achieve the outcomes they desire.

Improved social responsibility relies on good community and individual resilience, supported by an effective infrastructure and access to a range of appropriate, high quality local services. This work has started with the development of community hubs and empowerment of local people through better use of local assets such as children's centres, libraries, leisure centres and neighbourhood networks.

Prevention is also one of the four priority themes in the Joint Health and Wellbeing Strategy 2015 – 2018. In this context, prevention is described as: *Supporting local people to make lifestyle choices at an individual level which will positively improve the quality and length of their life and overall increase the health of the population.*

[The Five Year Forward View for Mental Health](#) describes the impact of mental illness and of the stigma often associated with this, and calls for a far more proactive and preventative approach from the NHS. People with lived experience of mental health problems, carers and health and social care professionals told the Taskforce that prevention was a top priority.

The growing prevention agenda promotes the development of more resilient community, where individuals are empowered and supported to take positive steps towards managing their own wellbeing. This also supports sustainability for public services to ensure that individuals with the highest levels of need will continue to receive support from statutory agencies such as the NHS and, for those who meet the national eligibility criteria, from the local authority. The report of the Barking and Dagenham Independent Growth Commission; [No-one left behind: in pursuit of growth for the](#)



[benefit of everyone](#) elaborates further on how the traditional role of the Council as the provider is evolving so that it is doing less itself, and enabling others to do more.

Mental Health in Barking and Dagenham 3

We take our definition of mental health from the World Health Organisation: “a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community”. Our strategy follows the WHO in recognising that mental health and mental illness (or mental health problems or mental disorders) are not opposites. The absence of a mental disorder does not necessarily mean the presence of good mental health, as there may be significant numbers of people who would not meet the description of wellbeing above, but do not have a diagnosable mental “disorder”. Also people living with mental illness can live satisfying, meaningful, contributing and healthy lives.

Our ability to attain good mental health and our likelihood of developing mental health problems is affected by a range of social, economic and environmental factors, and these include the conditions of daily life from before birth, during early childhood, at school age, during family building and working ages, and at older ages. In Barking and Dagenham some of these factors are risk factors, rather than preventative factors, which means there are likely to be relatively high mental health needs locally, as explained in the borough’s [Mental Health Needs Assessment 2015](#).

National policy seeks to achieve “parity of esteem” for mental health and physical health, including achieving new standards in access and waiting times for mental health services. Barking and Dagenham Clinical Commissioning Group has invested additional funds in Talking Therapies and Early Intervention in Psychosis Services, provided by NELFT, in order to increase the capacity of these services to provide more people with evidence-based interventions.

There are a range of services for people experiencing mental health problems in Barking and Dagenham, some of these are directly accessible – like [IAPT/Talking Therapies](#), others can be accessed through GPs. NELFT provide community, inpatient and specialist mental health services locally and the [Care and Support Hub](#) provides further information on these. The Emergency Duty Team provides urgent care for vulnerable people, including the provision of Mental Health Act assessments and Mental Health Direct is available to callers 24 hours a day.

Barking and Dagenham has prioritised mental health as a borough, through signing up to the Mental Health Challenge and nominating a council Member Champion for mental health; Cllr Edna Fergus.



Councillor Edna Fergus –
Member Champion for
Mental Health



We're in!

The mental health challenge

Local councils championing mental health

Vision and Aims

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Vision: We want people to be active citizens; able to live a meaningful life and make positive contributions to the community they are part of. Services and support must focus on promoting wellbeing and enabling people who have experienced a mental health problem to be independent. We would like to see more people choosing the support they want and a greater range of services to choose from. We want to support people to achieve their aspirations such as returning to work, living well in suitable accommodation and keeping active.

Mission Statement: By 2018, we will ensure that when people first experience mental health problems they will get timely access to evidence-based interventions. We will take steps to address the inequalities that people with mental health problems experience and move towards parity of esteem for mental health and physical health. The borough will develop an approach to the delivery of support that maximizes prevention - particularly digital channels - and empowers residents to identify and meet their own needs wherever possible. Our personalised, place-based approach will build our community assets to develop supportive neighbourhoods where mental health is not stigmatized.

Aims:

Prevent ill health and promote wellbeing - by raising awareness of mental health issues, promoting positive steps for individuals and communities to build resilience and by ensuring that everyone has timely access to the right care and treatment.

Housing and living well - to enable people to live as independently as possible in their own accommodation whilst improving the pathways into a greater variety of accommodation for people who are discharged from hospital and other settings.

Working well and accessing meaningful activities - to ensure that everyone has the chance to benefit from the expected growth and increased prosperity in the borough, and to be fully engaged in, and contribute to, their local community.

Develop a new model of social support - by building on the strong tradition of integrated health and social care in the borough we will develop a new model of mental health care and support with prevention at the heart.

Priority One: Preventing ill health and promoting wellbeing

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Assessing the situation

Our first priority is the prevention of mental ill health and the promotion of wellbeing. Mental well-being is fundamental to a good quality of life and the wellbeing of individuals, families and communities. Its impact is felt across education, employment, criminal justice, participation in public life, social behaviour, physical health, recovery from mental and physical illness, and life expectancy.

Underpinning the mental health strategy is the need to address inequalities and the associated stigma. Populations at most risk from social exclusion are more at risk of developing mental health problems, including those with limited opportunities for employment; women; racial and ethnic minority groups; refugees; sex workers; people living with disabilities, addictions or chronic illnesses; homeless people; and older people living in isolation or on reduced income.

Promoting mental health and well-being in later life will benefit the whole of society by maintaining older people's social and economic contributions, minimising the costs of care and improving quality of life. Evidence about the factors that affect mental health and well-being has increased. Activity to promote good mental health and well-being in later life should be integrated into current developments locally.

Promoting and protecting the emotional and mental wellbeing of children and young people is crucial in reducing risk factors of mental ill-health in adulthood and is the main aim of our Children and Young People's Mental Health Transformation Plan which interfaces with this strategy. This is particularly important as mental health conditions tend to affect people early in the life course, with 50% of cases occurring by age 14.

We recognise that preventing suicide and deliberate self-harm as severe outcomes of mental ill health is vitally important. We want to ensure that in addition to promoting wellbeing that we have in place systems that can highlight not only where and when individuals are 'at risk' but also reducing this risk and the impact of the wider effects of suicide in community networks. It also means taking steps to maximise everyone's opportunity to live as full and healthy a life as possible. This is especially important for people who have serious mental health problems who are at much greater risk of physical health problems such as heart disease and cancer, to the extent that they are at risk of dying, on average, 15 to 20 years earlier than people without serious mental health problems.

The New Economics Foundation has assessed the latest scientific evidence and created a set of simple actions to improve wellbeing in everyday life. By adopting the **Five Ways to Wellbeing** you can increase your life expectancy by up to 7.5 years.

The [Five Ways to Wellbeing](#) are evidence based ways to help you improve your mental wellbeing. We want to encourage individuals, communities and organisations to adopt the Five Ways to Wellbeing. This means more individuals, communities and organisations building 5 actions into their everyday lives to improve their wellbeing.

Existing strengths

Barking and Dagenham Council has recently won its bid to help set the national pace for healthy living, as part of the NHS 'Healthy New Towns' programme. Long-term development work, over a fifteen year period, will focus on Barking Riverside, and will have a wider impact locally and throughout the country. This initiative will see the council and its partners apply the latest health and social care research and practice in the planning and development of the built environment to create a mentally and physically healthy community. Residents will be asked to take part in a unique 'co-production' partnership, through a Community Interest Company. This approach will support the realisation of two of the council's key priorities by enabling social responsibility and encouraging civic pride from the outset.

Barking and Dagenham is already signed up to the Mental Health Challenge. The Challenge has been set by seven mental health charities who are working together to improve mental health across England. As part of the Challenge, the borough has a nominated Member for Mental Health, Councillor Edna Fergus. Cllr Fergus, as Member Champion, is responsible for advocating for mental health issues in council meetings and policy development and also reaching out to the local community through schools, businesses and faith groups to raise awareness and challenge stigma.

The Council received a national Mental Health First Aid Champion Award in 2014 for 'demonstrating exemplary leadership in increasing mental health literacy in their community' as more than 1000 front line staff from across a range of organisations in Barking and Dagenham received Mental Health First Aid training between 2013 and 2015. This is an educational course which teaches people how to identify, understand and help a person who may be developing a mental health issue. In the same way as we learn physical first aid, Mental Health First Aid teaches delegates how to recognise those crucial warning signs of mental ill health.

The council commissions the [Big White Wall](#), a digital mental health and wellbeing service that provides anonymous help and support to its members at whatever time that suits them. Members can talk to others in the Big White Wall community who share similar experiences and engage with counselors online as well as finding out about topics ranging from anxiety and depression, to coping with redundancy and alcohol problems. They can also find out more to help them understand their worries and concerns and how to move forward, and to express



Five Ways to Wellbeing

Connect...

Be active...

Take notice...

Keep learning...

Give...



how they feel creatively by making 'Bricks' on The Wall.

Many people with long-term physical health conditions such as diabetes, dementia and cardiovascular diseases, also have mental health problems. These can lead to significantly poorer health outcomes and reduced quality of life. The government's mental health outcomes strategy No Health Without Mental Health placed considerable emphasis on the connections between mental and physical health, and gave new responsibilities to Improving Access to Psychological Therapy (IAPT) services for supporting the psychological needs of people with long-term conditions or medically unexplained physical symptoms. Voluntary sector organisations are also often well placed to work at the intersection between individuals' mental, physical and social needs, including through the provision of support groups and peer-delivered services.

In order to meet new access and waiting time standards for mental health services, Barking and Dagenham Clinical Commissioning Group has invested additional funding in Talking Therapies (IAPT) and in Early Intervention in Psychosis services, provided by North East London Foundation NHS Trust. This means that more people are able to rapidly access the evidence-based interventions that can help them feel better, and, for some people, prevent them becoming more unwell.

As part of the future design of the council, Community Solutions will take a holistic approach to providing early intervention and support and will develop responses that will incorporate links to mental health support as required. The new service will be developed to encourage self-help and where necessary provide residents with the most appropriate support based upon their circumstances. Community Solutions means that the customer will be an equal partner with the Council in improving their outcomes. They will experience more holistic services both online and in person, and will receive outreach support where needed.

Actions needed

Future efforts need to include raising awareness of mental health issues, tackling stigma associated with mental illness, reducing risk factors for mental ill-health, and ensuring there is rapid access to evidence-based interventions for people who can benefit from them

We need to develop resilience in our community so that people can draw on their own and their community resources in achieving positive mental health and managing the difficulties they might face in their lives. We need to ensure that everyone has timely access to all of the right care and treatment that can help them maximise their own health and wellbeing.

Number	Focus Area	Success Measure	By when	By whom
1	Raising awareness of mental health issues and challenging stigma	Support the embedding of the council's Mental Health Member Champion	31 March 2017	Integration and Commissioning
		Hold activities and events to promote mental wellbeing during Mental Health Week/on World Mental Health Day including the Five Ways to Wellbeing.	10 October 2016/17/18	LBBB / CCG/ NELFT
2	Supporting individuals and the community to help themselves and each other through digital well-being approaches and through education and training	Barking and Dagenham residents will be able to continue to access the Big White Wall - unlimited places available per month accessible via residents' postcodes	31 March 2017	Public Health
		Identify additional funds for a new programme of Mental Health Awareness Training	31 March 2018	Mental Health Subgroup
		Ensure safe information and self help resources relating to Mental Health are accessible via the Care and Support Hub	31 December 2016	Integration and Commissioning
3	Ensuring rapid access to evidence based interventions; Talking Therapies (IAPT) and Early Intervention in Psychosis services	Talking Therapies (IAPT): NHS Barking and Dagenham CCG is required to deliver two mental health standards related to IAPT; 15% of adults with anxiety and depression will have timely access to IAPT services with a recovery rate of 50%.	31 March 2017	CCG and NELFT
		Talking Therapies (IAPT): 75% of people with anxiety or depression needing access to IAPT will be treated in 6 weeks of referral and 95% by 18-weeks	31 March 2017	CCG and NELFT
		Early Intervention in Psychosis: Treatment with a NICE approved care package within 2 weeks for more than 50% of people experiencing a first episode of psychosis	31 March 2017	CCG and NELFT

4	Promoting health and wellbeing for people with mental illness	Physical Health checks to be undertaken for people with MH issues to address the higher associated risk around conditions such as diabetes and cardiovascular disease.	31 March 2018	NELFT/Public Health/GP/Leisure
5	Taking a partnership approach to reducing suicide	A completed suicide review to understand who is at risk of committing suicide and where and when suicide could happen Create a suicide prevention plan that will include interventions based on the suicide review for high-risk locations and high-risk groups of people in Barking and Dagenham which will be presented to the Mental Health Subgroup of the Health and Wellbeing Board	31 December 2016 31 July 2017	Public Health Public Health
6	Promote the Five Ways to Wellbeing	Promotion through: <ul style="list-style-type: none"> • Online Care and Support Hub • Mental Health Awareness raising events, e.g. World Mental Health Day • Social Media, e.g. Council's Facebook • Inclusion in other strategies as appropriate • Other routes as opportunities present themselves. 	31 March 2018	Integration and Commissioning / NELFT / CCG / Public Health / Marketing and Communication Team
7	Improve the physical health of people with severe and enduring mental health problems to address premature mortality.	To ensure implementation of NICE guidance to promote physical health monitoring people living with severe and enduring mental illness	31 March 2017	NELFT / CCG

8	Increasing support for General Practice to support GPs in managing people with mental health to stay well and not enter secondary care	Development of GP Primary Care Workers	31 December 2018	NELFT/ CCG
9	Establish Healthy Ageing programmes in partnership with other agencies.	Development of Healthy Aging Programmes	31 December 2017	LBBD/CCG

Priority Two: Housing and Living Well

6

Assessing the situation

Have a secure, safe and comfortable home is enormously important in promoting wellbeing and protecting against mental ill health. However mental health problems can make it difficult to sustain secure accommodation; sometimes interfering with our ability to pay rent, manage a household or get on with our neighbours. This means people with mental health problems are at a higher risk of vulnerability and homelessness. Providing people with support to sustain their tenancy is therefore very important. Furthermore, having insecure or inappropriate accommodation can have a negative impact on mental health and make it more difficult for people to recover and live independently.

Barking and Dagenham has seen a fall in owner occupation and council ownership in the last fifteen years, and a huge growth in the private rented sector. There has been a 383% increase in homelessness since the advent of welfare reform in 2012. High rents and “non-decent” stock in the private sector exacerbate the problems for people who are effectively excluded from home ownership – the so-called “generation rent”. The impact of the Welfare Reform and Work Act 2016 and the Housing and Planning Act 2016 provide further challenges for the borough in terms of reduced incomes and availability of affordable accommodation. These factors affect all residents in the borough, with some specific issues affecting people with support needs relating to their mental health.

Barking and Dagenham block contracts three supported living projects for people with mental health needs, providing between 12 hours of support a day and two projects which provide lower levels of floating support (typically two hours a day). A greater range of options is needed to meet the different support needs that people have. The need for mental health accommodation for specific cohorts is growing and the lack of ‘step-down’ properties in social or private rented stock for clients ready for independent living means they cannot be moved on, which creates bottlenecks for other clients. The borough’s adult commissioning team and NELFT are undertaking a review of their current approach to mental health commissioning and housing-related provision.

With all of the current contracts in relation to this service type coming to an end in 2016/17, this provides the opportunity to re-design the service as a whole to meet the needs of the borough. In order to do this successfully work will be undertaken to ensure that the current and future need for mental health supported living is understood.

Existing strengths

Barking and Dagenham has strong strategies and ambitious plans to address the housing needs and aspirations of a dynamically changing population

through the [Growth Strategy 2013-2023](#) and the [Housing Strategy 2012-2017](#). The council has embraced the need to provide a wider range of housing choice for local people and to place Barking and Dagenham as a destination of choice for working households while simultaneously furthering physical, social and economic regeneration. This includes a place shaping approach, such as the Healthy New Town initiative at Barking Riverside, building new stock and renewing and regenerating major estates.

Our strategic approach aims to address the housing needs and aspirations of a dynamically changing population, embracing the need to provide a wider range of housing choice for local people and other Londoners struggling to get a foot on the housing ladder. We have implemented this regeneration strategy by delivering homes for working households who may not be able to access home ownership and who may have changeable tenure needs over the next few years, including supplying and delivering new homes through innovative approaches such as a private company owned by the council. Indeed we are London's growth opportunity with sufficient land and plans in place to build over 35,000 new homes in the next 15-20 years. These homes will be high quality homes of mixed tenure helping to improve the environment and attracting new investment and money flows into Barking and Dagenham. The borough is also improving the quality of the private rented housing sector through a borough-wide Private Rented Property Licensing scheme. All landlords and/or property managing agents letting a property in the London Borough of Barking and Dagenham need to apply for a licence for each property that is let out. This scheme will improve the quality of private rented homes and will reduce anti-social behaviour associated with poorly managed rented properties.

Barking and Dagenham has a relatively high proportion of adults in contact with mental health services in stable accommodation (as reported in the adult social care outcome framework when compared with similar local authorities) and needs to continue to ensure that this good performance is maintained. Barking and Dagenham has a draft [Homelessness Strategy](#) to tackle homelessness. The council has deployed a broad range of preventative interventions to alleviate the risk of homelessness through debt advice, assisting with rent deposits, resolving housing benefit problems, family mediation and preventing house repossessions. These interventions have helped to sustain tenancies and accommodation, minimising the number of households who would otherwise trigger an obligation to be housed under the statutory homelessness route.

Actions needed

Housing is at the heart of the Council's drive to improve the quality of life for residents and to create thriving communities and attractive places – homes and places where people positively choose to live. In addition to this we need to take a strategic approach to supporting people to live as independently as possible in their own accommodation, as well as providing a greater range of choice of both accommodation and support.

We want to provide support to people to maintain their own tenancies in Barking and Dagenham wherever possible. We will also provide more individualised and personal accommodation support for people with mental health problems, through extending the “floating” support that is available, to enable people to move on from supported accommodation as and when they are ready to do so, and not have to remain in accommodation with more support than they need for longer than they need to. We want to improve the pathways into a greater variety of accommodation for people who are discharged from hospital and other institutional settings, and for people with offending histories.

Number	Focus Area	Success Measure	By when	By whom
1	Work with housing market to increase numbers of people living independently with mental health problems	Work with private sector landlords to identify a minimum of five units for rent	31 March 2017	Housing
		Support individuals into shared ownership owner-occupation	30 September 2017	Housing
2	Provide greater range of accommodation support available for people in contact with mental health services	Retendering of floating support service. Commissioning team to work with Housing and NELFT to ensure support for people in contact with mental health services receive support to help maintain their tenancies.	31 December 2017	Integration and Commissioning / Housing / NELFT
		Maintain the high proportion of adults in contact with mental health services who are in stable accommodation (79.3% in 2014/15 compared to similar local authorities average of 76%)	31 March 2017	Housing / NELFT
4	Improve the pathways into a range of different kinds of accommodation when people leave hospital or require step-up from community. (Including independent, residential homes, nursing homes, supportive accommodation, sheltered housing and specialist provision).	Reduce Delayed Transfers of Care and hospital avoidance	31 March 2018	LBBB / CCG / NELFT
		Establish a robust mental health accommodation step down and step up pathways	31 March 2018	LBBB / CCG / NELFT
5	Enhance the arrangements for partnership working between health and social care by agreeing a funding formula for people with complex needs and require joint funding between health and social care, particularly those who are subject to section 117 of the Mental Health Act.	The existing formula will be reviewed and agreed by Health and Social Care	31 December 2017	LBBB / NELFT / CCG

Priority Three: Working well and accessing meaningful activities 7

Assessing the situation

Having strong social networks and meaningful activity are important factors in protecting and promoting our mental wellbeing. A regular income that provides for our needs can bring independence and personal satisfaction. Employment, education and training are all important components in achieving financial independence, finding personal satisfaction and in developing social networks. Conversely, job stress, under-achievement in school or college, and financial worries can harm our mental health. Many people have caring responsibilities and/or work in the home, rather than in paid employment. Others will be retired from the workplace. Some people will find significant barriers to entering into employment and therefore enjoying the benefits it can bring. Barking and Dagenham faces a number of challenges in developing a prosperous local economy, due to the decline of the traditional manufacturing industry in the borough, low average household income, below average adult skills and higher than average unemployment.

Barking and Dagenham has the third highest proportion of claimants of any borough in London receiving Employment and Support Allowance (ESA) or Incapacity Benefit (IB) behind only Islington and Hackney. Figures for February 2016, show there to be 8,200 claimants of ESA or IB, which accounts for 6.6% of working age people. This compares to an average rate of 5.1% across London. Of Employment and Support Allowance claimants, mental and behavioural disorders is listed as the principal reason with 43.5% of all ESA claimants being recorded as claiming for this reason.

Our strategy is to find ways to support people to manage the stresses of working, student or caring life and to maximise the opportunities for people to contribute fully to their local community, whether through employment, volunteering or fulfilling caring and parenting roles. Our Children and Young People's Mental Health Transformation Plan includes actions to support people in schools so this strategy focuses on adult education and employers and finding ways to provide better support to people in the workplace to help them manage stress and to notice and manage any problems early on that might, unchecked, lead to losing employment, income or opportunities. This will include ensuring that employers and employees are aware of the provision of Talking Therapies in Barking and Dagenham.

We also want to ensure that people with mental health problems are given the appropriate support in the workplace. We know that many people work in the home, with caring responsibilities, again these people might benefit from Talking Therapies and being connected with other people in their local community to prevent isolation. [Caring Together: A Carers' Strategy for Barking and Dagenham 2015-2018](#) sets out how the council can support people in this position. During the stakeholder engagement that was carried out before this strategy was devised, we heard clearly from people who use mental health services how much they valued peer support and need to identify ways to facilitate this approach in Barking and Dagenham.

Recognising the contribution that people can make to society, no matter what their age, will assist in the promotion of good mental health and well-being

for all. Most of us want to remain active and involved and continue to contribute to society in later life, as feeling needed and wanted according to Age UK, helps to promote mental health and well-being. Older people have a lifetime of knowledge and experience to share, but are often faced with barriers to participation.

Participation can be in the sphere through employment, volunteering, education and learning, or through personal interests, hobbies and everyday activities that keep us feeling stimulated and engaged, and give us a sense of meaning, purpose and responsibility.

Existing strengths

Barking and Dagenham has significant housing and employment growth potential, this is articulated in the borough's [Growth Strategy 2013-2023](#). In a strategic location, with good transport links, business support and strong school performance, Barking and Dagenham is set to become more prosperous over the next two decades. Over 10,000 new homes are planned to be built over the next 15 years at Barking Riverside Healthy New Town, which is one of the most ambitious and important new developments in the UK. Care City, the Barking based health, social care and regeneration innovation centre, is the lead partner.

Care City is a centre for healthy ageing innovation, research and education. It is based in Barking and works across the four north east boroughs, with reach into Essex. Founded by NELFT and the London Borough of Barking and Dagenham and launched in January 2016, Care City was awarded NHS England's Innovation Test Bed status in February 2016. Care City aims to deliver measurable improvements in healthy ageing for our local population and act as a catalyst for regenerating one of London's most deprived regions.

It will do this through:

- **COMMUNITY:** To create an asset based approach to partnership and participation, and promote healthy ageing across the community
- **INNOVATION:** To stimulate continuous improvement and innovation across the local health and social care system.
- **RESEARCH:** To advance the application of cutting-edge research into practice by bringing research to local people, and facilitating new models of research.
- **EDUCATION:** To increase resilience across the system's workforce by inspiring new entrants from our local population, facilitating life-long learning and generating future leaders

Work Programme provision has been the principle source of support to people who have been long-term unemployed, including Incapacity Benefit (IB) and Employment Support Allowance (ESA) claimants since 2011. The scheme specifically attempted to incentivise increased levels of support to the people through differential payments that also targeted sustained employment outcomes. A new ESA claimant is typically referred onto the programme after 3 months of claiming as part of the Work-Related Activity Group (WRAG).

There are two Jobcentre Plus (JCP) Disability Employment Advisors who work with any JCP customers with a disability or those in need of additional support. This client group includes a number of ESA claimants who have completed the Work Programme, those who are waiting to be assessed, some who are in the Support Group but would like some form of employment support and those who are in the Work Related Activity Group. The Work Choice programme is a voluntary support scheme available to individuals who have more complex health conditions and whose needs cannot be met by other programmes. Individuals do not have to be claiming any benefits but almost six-in-ten nationally are claiming Jobseekers Allowance.

Richmond Fellowship is commissioned by the Council to deliver mental health related employment and vocational support in the borough. Referrals are received via the Community Recovery Teams (CRT) for individuals with a more severe and enduring mental illness and via Barking and Dagenham Access and Assessment Team (BDAAT) for service users who have less serious illnesses. A high number of these clients are receiving ESA/PIP.

Individuals referred to the service are given 1:2:1 individual tailored support to enable them to overcome barriers and achieve their desired vocational goals including involvement in social activity, education & training and voluntary or paid work. The current contract is included in the scope of the Better Care Fund (BCF) and is jointly funded by the London Borough of Barking and Dagenham and the Barking and Dagenham CCG.

The Council has a dedicated Job brokerage service – Job Shops - located across three sites offering employment support across the Borough and has helped over 3,000 people into work since April 2013. This voluntary service is open to workless residents of the Borough and is focused on supporting residents into sustainable employment. It provides career information, advice and guidance, employability skills development, short training courses and “better-off” calculations through one-to-one appointments and group sessions. Post-employment support is also available for up to six months. The service has a dedicated job broker supporting those with a disability or health condition and there is a developing programme of work with Jobcentre Plus, Richmond Fellowship and the Talking Therapies Service.

There is a robust volunteer programme across the Children’s Centre network . The programme consists of a 5 week ‘Me and My Community’ course, accessing a DBS certificate and a placement within a children’s centre or with partner agencies. The target for Children’s Centres is to have 7 volunteers working within each centre at all times. The benefits of this programme is that parents and carers are able to access positive activity, helping those who have been away from the job market for a period of time to build self-esteem, motivation, confidence and skills required for the current job market. Many participants do move into jobs, but there are also opportunities for those unable to work where they are able to access a variety of training courses, personal development and social networking.

The Economic Wellbeing team (EWB) is active across the children’s centre network. Its focus is on debt management, financial stability, employment, training, education and volunteering. The team supports residents with pre-employment skills through a variety of positive activities delivered via one to one work or group sessions. Support is provided with building confidence, self-esteem and motivation, plus employability skills that include developing interview skills, work experience, volunteering, CVs, job search, careers guidance, sector training, and personal development. Residents who access these services tend to be people who are the furthest away from the labour market and need specialist support with their economic wellbeing.

An Access to Work grant is available to those that have a disability, physical or mental health condition that require adjustments to be made within the workplace to support their ability to do the role and sustain employment. Adjustments to equipment or fixtures and fittings as well as transport to and from the place of employment can also be covered. Referrals can be by the individual directly or through JCP. Additionally, there are two key publicly funded support programmes, designed to help people to stay in work which complement employers' occupational health schemes where they exist.

Fit for Work is a free service that helps employees stay in or return to employment by offering Occupational Health support and by offering advice to organisations and GPs. It offers a way for employers to offer phased returns to employment and focus on what an individual can do rather than what they cannot do.

The council's extensive volunteering programme has seen volunteers provide 32,481 hours of support to services in 2015/16, including 25 trained Health Champions who work to spread positive health messages and signpost residents to appropriate services.

Actions needed

We want to ensure that everyone has the chance to benefit from the expected growth and increased prosperity in the borough, and to be fully engaged in, and contribute to, their local community. This includes enabling people to access employment, educational and training opportunities as well as undertaking caring roles and volunteering. There is a clear need to ensure that locally funded provision builds on and adds value to the mainstream offers of support available through government-funded programmes.

The Community Solutions model will incorporate a broad range of factors which impact upon the wellbeing of our residents. The promotion of positive mental wellbeing will be a key part of the approach to providing early intervention and support. The new service will be developed to encourage self-help and enable residents to take positive steps to live healthy and independent lives.

There is to be a re-modelling and re-tendering of our current mental health related employment and vocational support contract with an aim to increase numbers of people with mental ill health securing long term competitive employment. This is to be in the shape of an Individual Placement Support (IPS) model, meaning anyone with a severe and enduring mental health need who wants to work will be eligible for employment and will gain the support to do so. There will be an integrated approach to recovery from mental ill- health to the final destination of sustained wellbeing which includes may include employment, independent living, maintaining friendships and many other things defined by the individual.

As part of this process we will assess best practice models from other leading boroughs and evaluate the success of some recent pilots to ascertain the best supported employment option for the residents of Barking & Dagenham. Analysis of referral activity, referral sources, pathways and movement between programmes is also being undertaken, as will consult with service users and carers to inform proposals. There will also be collaboration with NELFT and CCG colleagues, Job Centre Plus and Community Solutions to ensure a strategic approach to the integration of the new service model.

Number	Focus Area	Success Measure	By when	By whom
1	Improving the support to people in employment and education through working with employers and colleges	Employers signing up to Disability Confident or Workplace Healthy Charter.	31 March 2018	LBBD / DWP
		Employer awareness/use of Fit for Work Service & Access to Work	31 March 2018	LBBD / DWP
2	Re-commission the existing vocational support offer to develop the provision of individualised placement support for people in contact with mental health services	Increase in number of adults in contact with mental health services who are in paid employment. To perform at same level as that of similar local authorities (2014/15 3.7% to that of similar local authorities 4.5%) Adult Social Care Outcome Measure	31 March 2018	Integration and Commissioning
3	Explore the use of increased peer support for people in contact with mental health services	Explore peer support models in other boroughs to identify best practice and suitable examples applicable in LBBD	31 March 2017	Integration and Commissioning
4	Commissioning of Work & Health Programme to replace existing Work Programme provision	Improved outcomes and performance for ESA claimants as compared to the Work Programme.	31 December 2017	LBBD / DWP
6	Partners of the Mental Health Subgroup to actively seek and promote employment, volunteering and training opportunities for people with mental ill health	Placements within each organisation	31 March 2018	Mental Health Subgroup
7	Mental Health Sub-Group to receive regular reports and updates from the Barking & Dagenham Employability Partnership on employment initiatives/programmes	Improved communications between health & employment partners leading to narrowing of employment rate gap	31 March 2018	Mental Health sub-group / Barking & Dagenham Employability Partnership

8	Development of improved voluntary sector support for people with mental health problems in Barking & Dagenham	An established model and implementation	31 December 2018	LBBB / CCG / NELFT / CVS / Voluntary Sector
9	The opportunity for older people to engage in meaningful activity and make contributions to society in both public and person life and to combat loneliness.	Develop community based projects that will involve older people	31 December 2017	LBBB / CCG and partner organisations

Priority Four: Developing a new model of social support

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Assessing the situation

Priorities one to three in this document provide a focus for strategic work that is intended to respond to the main themes that have emerged from the recent mental health needs assessment and stakeholder engagement. These priorities take account of the complex and challenging position of health and social care services and the need to respond to a range of initiatives intended to create positive change in mental health. At the same time as councils are facing severe financial pressures, people's needs and expectations demand a positive response. National policy to achieve parity of esteem for mental health and physical health provides a welcome focus on improving mental health services, including setting out access and waiting time standards for mental health services for the first time. Across Barking & Dagenham, Havering and Redbridge we have embarked on an ambitious transformation programme, supported by a bid for devolved powers from central Government, which will give us the best opportunity in a generation to tackle the significant health and wellbeing challenges that we face.

Priorities one to three attempt to address some of the immediate issues that will improve our strategic response to mental health, priority four aims to provide a focus on more creative, innovative ways to co-produce a new system of mental health care and support by 2018, including maximising the benefits of creating a digital front-door to advice and support. The role of social work and social care in this new model needs to be developed further, to allow the particular skills of social workers to be used to their full benefit in creating a sustainable and responsive approach in the borough. There are innovative models of support in place in other parts of the country that can help inform our thinking about how to develop our approach in Barking and Dagenham.

Grounded in an approach to locality working, our proposals for an Accountable Care Organisation, if successful, will bring greater coherence and focus to our transformation plans for mental health, planned care, primary care, and urgent and emergency care. We would have a greater emphasis on reducing the costs of expensive acute care and investing in prevention activity, all under the management of a single organisation taking responsibility for the health, and health and care services, of the 750,000 people in Barking & Dagenham, Havering and Redbridge. Our immediate work to develop new models of mental health care and support will take us towards this new, ambitious vision of health and wellbeing for our residents. Decisions on an Accountable Care Organisation will be taken during 2017 by the eight health and social care organisations that would take part (three local authorities, three clinical commissioning groups, two NHS trusts).

Ensuring new models of health and social care delivery and innovation, through Care City NHS Innovation Test Bed will be integral to the approach for developing the Barking Riverside Healthy New Town. This includes applying the latest learning on 'age-friendly' built environments and public spaces, and ensuring the area is livable and inclusive for all ages. Additionally, through service redesign, the Community Solutions approach will provide early intervention for all residents as they interact with the council.

Existing strengths

Barking and Dagenham has developed integrated working between health and social care for adults of all ages over the last few years, with a cluster-based model of integrated case management for adults that incorporates community health services, social services and primary care services. Recent additional investment by Barking and Dagenham Clinical Commissioning Group into Talking Therapies and Early Intervention in Psychosis -services means that more people are able to access evidence-based psychological interventions in a timely way. Barking and Dagenham has a well-established mental health sub-group of the Health and Wellbeing Board that brings together people with a responsibility for mental health care in the borough to work together to improve outcomes, this group has overseen the development of the local [Crisis Care Concordat Action Plan](#).

Our mental health social workers have advanced skills, not only in their role in addressing the legal and statutory requirements upon them and protecting people from harm but in their ability to work holistically with people and others in their social network in order to develop their social capital.

Actions needed

We will build on the strong tradition of integrated health and social care in the borough; developing the assets we already have in our statutory workforce and the voluntary sector, to continue to develop our approach to mental health care and support. We will seek to develop our mental health social workers, to integrate their working more effectively with the approach taken to adult health and social care. We will improve access to social support through Community Health Champions and Community Solutions, and will ensure that these new approaches will work across adult health and social care to develop community assets and to improve access to services when needed. Through the personalisation agenda, we will ensure that people will be able to make choices about their care, including through personal budgets.

Number	Focus Area	Success Measure	By when	By whom
1	Developing the role of the mental health social worker in Barking and Dagenham	To develop a programme of social work development activity for mental health as part of the borough's wider approach to social work practice development.	31 July 2017	Adults' Care and Support / NELFT (sec 75) Social Care Lead for Mental Health
2	Ensuring Community Solutions embrace mental health and wellbeing in their approach	Developing MH expertise in Community Solutions to ensure robust signposting to NELFT services.	30 September 2017	Director ComSol, LBBD
3	Developing the role of the Community Health Champions to support mental wellbeing	Training of Community Health Champions	31 December 2016	Volunteer Manager, Heritage Services

4	Further development of mental health in the locality approach and new models of integration between adult health and social care and mental health social work	New integration options developed and considered including engagement with residents and service users.	31 March 2017	Adults' Care and Support / NELFT
5	Developing an outcomes-based approach to mental health commissioning	Agreement of key outcomes	31 March 2018	CCG, NEFLT, LBBD commissioning
6	Integration of mental health and substance use support as required	An agreed approach to developing dual diagnosis services	31 December 2017	CCG, NEFLT, LBBD commissioning
7	Care and support, should be evidenced based, timely, providing choice and delivered within the remit of least restrictive practice, offering people choice dignity and respect.	<ul style="list-style-type: none"> • Outcome measures • Use of Personalisation • Service User Survey 	31 December 2018	All care providers
8	Providers of care should be of a high quality, safe and delivered by suitably trained staff	<ul style="list-style-type: none"> • Monitoring • Reduced complaints • Increased compliments 	31 December 2018	Commissioners / Regulators
9	Develop a peer support model, which promotes recovery, wellbeing and opportunity for community engagement.	An agreed model and implementation	31 December 2017	Commissioners

Implementation

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Working together has developed this strategy, and will underpin the approach we take to improving it and seeing it delivered in 2016/17 and beyond.

This strategy has been developed for the Health and Wellbeing Board for Barking and Dagenham, by the Mental Health Sub-group. This Health and Wellbeing Board was established on 1 April 2013 under the provisions of Health and Social Care Act 2012 and is chaired by the Cabinet Member for Social Care and Health Integration, Councillor Maureen Worby.

The Health & Wellbeing Board is primarily responsible for promoting the health and wellbeing of residents, and promoting integration amongst local health, health-related and social care services. It is ultimately responsible for the delivery of the commitments in this strategy.

It is supported by five sub-groups, working on Mental Health, Children & Maternity Services, Integrated Care, Learning Disability and Public Health Programmes. They will all be expected to contribute to the delivery of this strategy and its on-going development through shaping the understanding of needs and putting in place plans to deliver the needs of the respective care groups for which they are responsible.

Key aims of the Mental Health sub-group are:

- To have oversight of, and foster improvements in, mental health in its totality from the social determinants of mental health, ill-health prevention and screening, to detection, treatment and care of mental health conditions.
- To report on local work programmes and service developments.
- Agree partnership approach through the engagement of key stakeholders, including specialist providers, the voluntary sector, service users/patients, acute sector, carers and GPs and partners.
- To ensure patients and carers are involved in all needs assessment, service commissioning and provision undertaken
- To work collaboratively with the other HWBB sub groups and Children & Maternity Groups on joint pieces of work.

Membership of the Mental Health Sub-Group comprises representatives from a wide range of stakeholders including service users and carers.

This strategy will be monitored by the Mental Health Sub-Group who will make an annual progress report on implementation to the Health and Wellbeing Board.

How you can tell us what you think

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The publication of this strategy is not the end of the process. It needs to be delivered and, as the work rolls out, there will be opportunity to further develop our understanding of what is needed.

It's important we hear from as many people as possible when planning work of this nature. If you have views that you would like to contribute to the future development of mental health services, please contact us.

You can email us at adultcommissioning@lbbd.gov.uk

You can write to us at **Mental Health Strategy
Integration & Commissioning
Barking Town Hall
1 Town Square
Barking
Essex IG11 7LU**

There will be a number of public events, as well as provider and service user forums, during the first year of the strategy – keep an eye out for details and come and talk to us there.

[Adult Autism Strategy 2015-2017 London Borough Barking and Dagenham](#)

[LBBD Mental Health Needs Assessment 7 July 2015](#)

[Joint Health and Wellbeing Strategy 2015 to 2018](#)

[Developing a Mental Health Strategy HWB paper 7 July 2015](#)

[Mental Health Services in Barking and Dagenham Setting the scene, shaping the vision 7 July 2015](#)

[Barking and Dagenham Children and Young People's Mental Health Transformation Plan](#)

[Adults in contact with mental health services who are in paid employment](#)

[Adults in contact with mental health services who are in stable accommodation](#)

[Barking and Dagenham Prevention Framework](#)

[Care Act 2014](#)

[Future in Mind](#)

[The Five Year Forward View for Mental Health](#)

[Preventing Suicide in England: A Cross Government Outcomes Strategy to Save Lives 2012](#)

<https://www.gov.uk/government/publications/suicide-prevention-strategy-for-england>

[Guidance for Developing a Local Suicide Prevention Action Plan: Information for Public Health Staff in Local Authorities October 2014](#)

<https://www.gov.uk/government/publications/suicide-prevention-developing-a-local-action-plan>

[\(Draft\) Homelessness Strategy 2016 - 2021](#)

[Caring Together: A Carers' Strategy for Barking and Dagenham 2015-2018](#)

[Social work for better mental health- A strategic statement](#)

[Crisis care concordat action plan and Crisis care concordat website](#)

[No Health without Mental - 2011](#)