



An Independent Quality Assurance Review of the Services Provided by Jersey Employment Trust

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Executive Summary

Review Context

JET is a pan disability service, providing support to assist vulnerable groups to progress towards and/or into paid employment on Jersey. By 2017, the service directly employed 51 service staff across the 2 service areas making it a major player in the delivery of services to vulnerable people living on the island. JET is broadly divided into two main service areas: Training and Development (T&D) and the Employment Service. We found that staff worked across both service areas, meaning that any outcomes observed are not wholly attributable to a single service but to the JET service as a whole.

This Quality Assurance Review was undertaken to assess the quality of these two service areas. We employed a number of methods including: analysis of internal data records, direct observations of services, in depth interviews with JET staff, employers and service users. The outcomes observed for JET were compared to pre-established performance indicators including comparisons to national and local quality indicators and the internal targets and mission statements set for the JET service, to derive performance ratings for the various aspects of the 2 main service areas.

JET Paid Employment Outcomes

By December 2017 the JET's Employment Service employed 18 staff on regular contracts, dedicated to supporting service users to successfully access paid work in the open employment market. The review found that JET's Employment services are delivered in adherence to many aspects of the 'best practice' approaches associated with the 'Place-Train-Maintain' approach to Supported Employment. This is underpinned by activities involving employer engagement, vocational profiling, high amounts of one-on-one support in the workplace, and the use of 'Training in Systematic Instruction' techniques'.

The number of service users gaining and keeping paid jobs through JET is impressive and increased from 58 employees in 2007 to 270 in March 2018. This is significantly higher relative to comparable supported employment services in the UK. Notably, these numbers occurred despite the high proportion of jobs re-starting (56%) with people leaving their jobs and being supported to restart the same job, or to obtain a different job at a later time

The number of job restarts observed within JET is an anomaly, which the reviewers have not seen elsewhere in UK Supported Employment and is possibly the result of the large numbers of seasonal and temporary jobs that exist on the island. Within JET permanent contracts accounted for under half (46%) of the jobs starting within JET between 2012 and up to March 2018 and this compares with Jersey as a whole where 85% of contracts are permanent. This disparity could be attributable to a number of factors, including the availability of temporary work due to high staff turnover and the impact of the economic dip, resulting in fewer employers hiring permanent staff. However, the evidence shows that if JET could obtain more permanent jobs for the service user this could free up extra capacity within JET and increase the stability and financial independence of the service users.

Ironically, the number of jobs restarting within JET demonstrates the service has successfully set up efficient follow-up procedures to support large numbers of employees to regain employment once the job contracts expire. A significant number of employees are now also working independently (follow-up services aside), and the relatively low staff to service user ratios observed (1:12), compared to our service comparators (range=1:3 to 1:8), shows that the high numbers of people in paid work was not due to significantly higher staff numbers. This indicates an established supported employment agency, undertaking effective fading and follow-up strategies to free up finite resources to support increasing numbers of people in employment over time.

JET secured paid jobs in every job sector as defined by the States of Jersey providing service users with the full range employment options. However, the challenge remains for the service to increase the representation of service users in the 'financial sector', which stood at 5% in JET compared to 22% for Jersey as a whole as of March 2018. The observed increase in the diversity of the service users may help with this challenge, creating a broader range of job applicants from more diverse backgrounds with a wider array of skills and talents.

Results showed that the vast majority of paid jobs obtained by the service users were in typical open employment locations (92%), located in fully inclusive work environments. This resulted in high levels of social inclusion and integration into paid work and a ready-made pool of non-disabled co-workers as role models and natural supports for the service users. The service has also secured a relatively high proportion of full-time jobs with the result that they are more typical of the hours worked by non-disabled workers. JET has also avoided the over use of zero-hour contracts for their service users and recorded the equal highest average hours worked by employees (24 hours p.w.) compared to our four UK comparators. We found no trends in the numbers of full-time versus part-time jobs starting over the 10-year period where the proportions were consistently around the 50% full-time v part-time split.

Paid Employment: Service User Characteristics

The average age of those starting paid work through JET was 34 years and 8 months, which is representative of the Jersey working population. Although all working age groups are represented, JET has placed an emphasis on early intervention by supporting younger people through its Transitions project with the highest proportions of workers aged 17 to 26 (37%). However, as with many UK services, women are under-represented, accounting for only 37% of JET's service users in paid employment. To redress this JET may be required to challenge dominant cultural assumptions about the suitability of employment for women with learning and other disabilities and may also require an examination of the profile of jobs found within JET to see if enough emphasis is being placed on finding jobs that are attractive to women.

The increase in the numbers of service users accessing paid employment via JET is accompanied by an increase in the diversity of service user groups. Findings show that even though the number of people with learning disabilities gaining work increased over the 10 year period, the overall proportional representation of this group fell from 57% of all people in work in 2007 to 27% by March 2018. Conversely, there

has been a steady increase in the proportion of people with mental health conditions (from 3% to 20%) and those with long-term health conditions (from 3% to 11%) over the same period.

Paid Employment: Employer Outcomes

Findings show that JET has successfully engaged a large number of local employers over a sustained period of time. The key to this has been the establishment of mutual partnerships, evidenced by the large number of employers engaged by JET and the willingness of many employers to offer JET service users new vacancies as they arise. The employers we contacted hold the JET service in very high esteem: They highly valued the support that JET have provided to them and viewed the relationship as one of partnership for the mutual benefit of the employer, JET and the service users.

Employers identified many tangible benefits of working with JET, such as fulfilling recruitment needs and as a source of expertise for increasing their worksite accessibility. They also identified less tangible advantages accompanying changes in the way that disabled people are perceived by their work colleagues, having a greater understanding among employers of the needs of different groups and the advantages of having a more diverse workforce. Employers also identified the existential rewards of knowing that they are contributing to society and a sense of pride that goes with providing the opportunity and support to enable the person to succeed.

Results showed that for many employers JET is their 'service of choice' with an impressive 100% of employers interviewed stating that they would or intend to use the JET service again, and that they would recommend the service to other employers. Interestingly, many employers felt that with better marketing, JET could reach employers who are unaware of the service to expand their employer network even further.

Paid Employment: JET Service User Views

The findings from service user interviews demonstrate that JET has played a significant role in enabling the service users to obtain paid work with many stating they would still be unemployed without JET's assistance. Service users also rated the quality of the support they received from JET as outstanding and highly valued by them. Many service users are using JET services successfully as a stepping-stone towards and into paid employment reinforcing earlier conclusions showing that the service is providing effective follow up procedures to ensure that many of those falling out of work are being supported to quickly regain employment. The service users we interviewed were obtaining jobs that suited their personal preferences and abilities and JET's intervention has had a very positive impact on their lives in terms of their personal happiness, financial independence, and in some cases on their psychological and physical wellbeing, adding incalculable additionality.

Costs of JET's Employment Service

Results indicated that during the year 2017, the per capita cost of JET was £2,335 per person per annum (p.p. p.a.), based on 256 individuals in paid work and operating costs for the employment service of £597,724. This is considerably lower than £5,395 per job outcome identified in the 2012 and when compared to all 4 of our UK supported employment service comparators (range= £6,976 to £8,018 p.p. p.a.) and the average reported by the NDTi National Costs Survey, which showed an average

per person cost for supported employment provision of £8,217 p.p. p.a. This demonstrates that the per capita costs of JET's Employment Service have fallen over time as more and more people enter paid work through JET.

A financial costs: benefits analysis of JET's Employment service showed that even with service users earning Minimum Wage levels that the net costs to the Jersey taxpayer is over £5,000 less p.p. p.a. than being unemployed and receiving Income Support only, even without factoring in savings due to reduced alternative day service usage. When we factored in wage rates based on the mean wages by employment sector, the net balance of savings to the taxpayer of the JET service were even more substantial at over £16,400 p.p. p.a. compared to a situation where the JET Employment Service does not exist.

These results reflect the comparatively high numbers of people that JET are supporting into paid employment, coupled with low staff to service user ratios. It also shows that this was the result of the SoJ progressive approach to Income Support, compared to the UK. The availability of marginal tax rates ensure that people are better off in paid work and this must play a role in the large numbers recruited into employment. Overall, these results clearly indicate that the service is providing very good value for money for the Jersey taxpayer.

JET's Training and Development Services Outcomes

As of December 2017, JET's T&D services employed 24 staff. Twelve were employed in the 'pre-work training and development' component spread across the Volunteering, Work Experience, Courses and Projects activity strands. The remaining 12 staff were employed across three income generating businesses comprising the Acorn Woodshack, Acorn Nursery and Acorn Re-use services. Although the T&D services aim to progress people towards and into paid employment it also caters for those individuals furthest from the labour market and for whom the undertaking of paid work may take longer.

There was a consistent yearly increase in activities delivered through T&D services across the 4 service strands from 127 recorded in 2012, to 692 in 2017, representing an impressive increase of over 400% over the five-year period. This was accompanied by a significant increase in the numbers of people accessing these services, from 95 in 2012 to 318 during 2017, affirming JET's T&D services as a significant contributor for the delivery of day service activities for a large number of vulnerable people on the island.

This growth was accompanied by significant changes in the diversity of vulnerable groups accessing the services: in 2012 over half of those entering the 4 service strands had a learning disability (52%), but by 2017, the numbers of people with mental health conditions outweighed the number of individuals with learning disabilities (38% versus 23%) and there was also a significant representation of service users with physical disabilities (13%) and those with long term health conditions (12%) with 10% of service users having autism. The increase in numbers and diversity of groups over time was observed within all 4 service strands.

The average age of the service users accessing JET's T&D services from 2012 to 2017 was 38 years of age (range = 17 to 67 years) with the service users engaged in

Projects and Volunteering activities being generally older than their counterparts involved in Work Experience and Courses (42 and 41 years compared to 36 and 35 years), almost certainly the result of the different needs of the groups accessing each activity strand. Unlike the service users in paid employment there was a more representative gender split with 52% of those attending T&D being women.

Volunteering activities started in 2013 with 13 individuals engaged. This increased to 50 volunteers in 2017, suggesting this is now an on-going option for JET's service users. The vast majority of volunteering placements were located in community locations (93%) within a range of organisations that reflect typical volunteering activities (e.g., charities, community projects and other service provider organisations). The remaining 7% were located in the Acorn site. For some service users their volunteering was viewed as an end in itself, for others it was a means to gain confidence to progress into paid work.

Work Experience placements also increased from 8 service users in 2007, to 76 in 2017. Only a very small proportion of these activities were located in the JET buildings and offices (5%), with vast majority taking place in inclusive rather than sheltered work environments (5%). As with the Employment Service, Work Experience was taking place in the full range of employment options that exist on the island with the 'financial sector' being underrepresented, although this increased slightly from a 5% to an 8% representation over the paid employment outcomes.

One of the most notable outcomes within the T&D services has been the emergence of Project activities over the period, from 3 in 2012 to 457 in 2017, being a fulfilment of the JET strategy to expand Acorn to provide more opportunities to a wider range of service users. JET offers an impressive array of activities allowing for individualisation and choice for each service user whilst also teaching transferable skills and is, in our opinion, something that JET should be proud of.

There was a steady growth in the numbers of service users accessing Projects from 25 in 2013 to 136 in 2017, either as an option to alternative day services, or for relatively fewer people, as a means to progress into employment. Project sessions were generally short, being on average 3 hours in duration, with service users rotating from project to project often on a daily basis.

The vast majority of the Project activities took place within the Acorn site (92%), the highest proportion occurring in the Woodshack services (38%), followed by the Nursery project (21%) and the Re-use project accounting for 8%. Some Projects had clearly been set up specifically for those with high support needs, including a 'soft furnishings' project, accounting for 10% of sessions, the 'allotment' located behind the main Acorn buildings accounting for 8% of sessions, and various other small projects including the 'small gifts' and 'pottery crafts' projects also accounting for 8%.

The extent that the local community has become engaged with the Acorn Site is also impressive, realising the aim of establishing a 'reverse inclusion'¹ approach, especially with regard to the numbers of customers accessing the retail outlets of the

¹ *The strategy of developing a mainstream service or activity for non disabled people with the idea of including people with disabilities*

Acorn businesses. However, the capacity for the projects to accommodate ever-greater numbers of service users will inevitably diminish over time. JET needs to guard against the temptation to continually increase the numbers of service users occupying the Acorn site beyond this capacity to the detriment of social inclusion of the service users.

The number of prevocational Courses undertaken also increased over the period, with 23 individuals engaged in 2012, rising to 56 service users in 2017. This included courses on 'Health & Safety,' 'Information Technology', 'Customer Services', 'Confidence Building' and CV and Job Interview Training. STEP's Induction and Transition training accounted for 11% of courses delivered. This demonstrates that along with other service strands, the numbers of courses and the number of JET service users engaged in them has grown over the period.

Movement from Service Strands into Paid Employment

The numbers of service users progressing into paid employment from the 4 service strands is impressive suggesting that 1 in 3 entering these services are progressing into open paid employment (33%). There was also significant movement observed between all the service strands, with some individuals falling out of work and back into the T&D services and others moving between all 4 service strands. Results showed that the highest proportion moving into paid work were from Work Experience (70% of service users), followed by Courses (42%) and Volunteering (28%) with just over 1 in 5 (22%) of service users accessing Projects progressing into paid work. It is unsurprising that the Projects had the smallest proportion of people entering work, due to the high support requirements of some of the individuals undertaking these activities. These results demonstrate that many individuals are using the different JET service strands as an effective and fluid pathway to successfully progress further toward the labour market and into open paid employment.

T&D Service User Views

The T&D service user interviews strongly suggest that without JET's services many service users would be inactive during the day and isolated from meaningful community involvement. Many service users told us they were using T&D as a stepping-stone towards and into paid employment. It is also clear that those we interviewed rated the quality of the support they received from JET as outstanding and was highly valued by the service users with 100% stating that JET had had a positive impact on their lives. The findings show that the activities provided through JET are engaging the service users and providing them with stimulating daytime activities and having a very positive impact on their quality of life.

Some service users told us that the main reason they were with JET was because Social Security had "made" them attend in order to demonstrate they were actively seeking work and there was a sense that JET acted as a buffer between these individuals and Social Security with JET often being viewed as a "safe haven". Service users highlighted the "understanding" and "patience" of the JET staff, and that the service enabled them to progress at their own pace, helping to relieve their stress and anxiety levels. Most of those attending the Job Club we interviewed reiterated that the service was a very useful helping hand back into employment, with approachable staff always willing to help.

Acorn Businesses Financial Sustainability

Following a financial analysis of the Acorn Business accounts, cash flows and financial predictions, it is our view the JET Acorn service is both financially viable and highly sustainable. It shows that the financial predictions and calculations for service growth and development are based on a realistic appraisal of the services current and future performance and that the financial predictions made by JET have 'validity' in that the predictions are based on JET's previous and current financial outcomes and upon a 'realistic' appraisal of the services potential to generate surplus revenue.

Financial predictions are based on a significant increase in sales and revenue generated through the Re-use services from 2018 to 2020, following the completion of the new build retail outlet. It predicts an overall increase in revenue in 2018 over 2017 of £62,715, totaling £559,110. This is underpinned by a capital investment of £511,285 covering 2018 and 2019 to complete the new Re-use retail facility. This results in a maximum total net deficit of -£200,769 for the Acorn businesses for that year which is underpinned by a predicted reserve balance of +£623,261 as of December 2017, including a loan amount of up to £300,000 and suggests that current financial investments for the further development of the service (e.g., the new build for the Re-use service and the development of the house clearance business) are 'affordable' being underpinned by, and not exceeding the financial reserves held within the organisation. .

However, by 2020 capital investment is predicted to fall to £15,000, resulting in a significant increase in surplus revenue, sufficient to cover predicted loan repayments, and potential to significantly increase JET's financial reserves in 2021 and beyond. This suggests that in the longer term JET will be able to not only maintain its predicted service outcomes for the service users without the necessity of external funding, but that there will be a cumulative increase in financial reserves held by JET beyond 2020. This produces the potential for further re-investment to make improvements to the quality of the service provision for its users and/or to expand the service and its capacity to support more service users over time. This provides a strong indication the service will be able to sustain its current commitment to the service users and has potential to expand and develop the service based on comprehensive model coherency and detailed financial and business development planning.

Service Purview: Staff Views

To determine the 'internal health' of the service we conducted 38 in depth staff interviews with JET staff (73% sample). The results showed that staff-wide there was a clear and shared vision with regards to Jet's mission and objectives. This was accompanied by a strong emphasis on person-centered approaches and individualisation backed up by a significant investment in staff development and training. It shows that JET has been a catalyst for developing expertise within the staff team and has been successful in creating a learning environment that encourages the staff to develop their skills and expertise and is open to outside agencies to bring new ideas and innovations.

Staff rated the quality of the supervision and appraisal they received from JET very highly, this occurred in a regular and often flexible manner, with staff valuing the

expertise and guidance provided to them and in all but a very few cases, feeling that their views and opinions were being listened to and acted upon. Staff turnover rates within JET are low, suggesting that the organisation provides for a stable and contented workforce, this being reinforced by staff rating the quality of support they received from JET as excellent and outstanding. JET is clearly a good place to work for the vast majority, with staff feeling 'proud of the service' and rating this aspect higher than any other as 'outstanding' - even though their rates of pay were generally less than in similar Jersey services.

Although most staff felt the resources provided to them by JET were 'sufficient and very good', the service may want to look at upgrading specific parts of the IT system and assessing the potential for improving the spatial arrangements within the Oakfield Offices and developing a plan to improve some parts of the Acorn building to better accommodate some planned activities. It is also clear that the comparatively low wage levels left some staff under financial duress, which for some was felt to be unsustainable.

Overall communication within the JET team was generally rated as 'good', with open door policies, supervisor accessibility and regular team meetings. Some staff reported that the communication between the employment and Acorn services had diminished, being a likely consequence of the speed at which both services had developed and grown. This was viewed as having a negative effect on information sharing, joint planning and collaboration, and service coherency and cohesion between the two services.

Maybe unsurprisingly, staff identified uncertainties around funding sources as the biggest threat to the JET service. These were felt to be often at the 'whim' of changes in the local political climate and/or local policy objectives and strategies. Many staff reiterated the obvious risks involved in developing the commercial arm of the Acorn service however, most of the staff we interviewed supported this risk taking, as it was viewed as an antidote to counter dependency on external funding for survival and the contractual restrictions these can bring.

The contractual constraints imposed by the 'actively seeking work' contract were a common theme throughout the staff interviews. The service needs to weigh up the advantages to the service users of JET acting as a supportive and trusted buffer between the person and Social Services on the one hand, against the negative effects these can have on JET's relationship with the some service users and the threats posed to the individuality and wellbeing of the service users on the other.

Finally, staff had concerns that rapid expansion was resulting in 'staff-burnout' and was becoming a real and tangible threat within the service and there were calls for a period of consolidation, and staff wide consultation following the expansion of the Re-use service, to focus on the services that exist to allow greater 'breathing space' and reduce the threat of staff burnout.

Summary of Performance Ratings

Overall, although there are clearly some areas for improvement the weight of evidence (summarised in Section 6) demonstrates that JET performed 'outstandingly' against the established performance indicators across the main aspects of the JET

service (see Table 1). In the review we make 32 evidence based recommendations for improving and progressing the service further.

Table 1: Summary of JET Performance Ratings

Outcome	Rating
JET Paid Work Outcomes	<i>Outstanding</i>
Employment Service User Ratings	<i>Outstanding</i>
JET Employer Ratings	<i>Outstanding</i>
JET Training and Development Services	<i>Outstanding</i>
JET Training and Development Services User Outcomes	<i>Outstanding</i>
Acorn Businesses Financial Sustainability Rating	<i>Outstanding</i>
JET Organisation Purview Rating	<i>Outstanding</i>

Section 1:

Introduction Aims and Method

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1) Introduction and Service Context

This review was commissioned by Jersey Employment Trust (JET) and carried out in accordance with the framework and criterion set out in the tender documents for the Quality Assurance (QA) review of services delivered through JET. The work was conducted by Dr. Mark Kilsby, Julie Allan and Dr. Stephen Beyer, who have extensive experience in research and development in this area in the UK, Europe and North America. The review was conducted between April and October 2018.

The main aim is to complete an independent QA review of JET services in comparison to national and local quality indicators and benchmarks for good practice from the research literature, JET's Quality Standards and Inspection Framework and internal targets as set out in the JET Business Plans for 2011 to 2015 and 2015 to 2019. We will then produce a table to provide a grading for JET's implementation against each performance indicator based on the evidence presented and identify issues and challenges for the service as well as ways for JET to move forward.

Service Background and Context

JET is a pan-disability service supporting diverse user groups. These include people with learning disabilities, mental health conditions, autism, physical and sensory disabilities and those with long term health conditions. This review focuses on the development of the service from January 2007 to March 2018 in relation to JET's Training and Development Services (T&D), based mainly at Acorn Trinity and the Employment Service. In the review we found fluidity with staff working across both these service areas, meaning that any outcomes observed in the review are not wholly attributable to a single service, but to the JET service as a whole. There are however differences in the focus of support across the two service areas: T&D services provide pre-vocational activities designed to progress each individual service user closer towards the labour market, while the Employment Service provides support to enable service users to gain access to competitive paid work. They also have different funding patterns. Therefore, we reviewed the Employment Service and the T&D services separately according to the specific targets and goals set for each.

JET's T&D services deliver pre-employment training and development activities for those deemed to be furthest from the labour market including, pre-employment skills training, community volunteering, work experience, various projects and pre-vocational support and training. It also targets service users who are furthest from the jobs market, with the aim of providing them with stimulating and engaging day-time opportunities. T&D is delivered through two components: a pre-work training and development component as well as a business component. The business component consists of three income generating businesses: Acorn Woodshack, Acorn Nursery and Acorn Re-use businesses.² While these components are somewhat different in terms of staff roles, titles, responsibilities and funding sources; the review showed fluidity of staff working across both components to optimise and tailor their support according to individual service user needs. Therefore, in this review, the service outcomes reported are presented for the T&D services as a whole.

²These generate financial revenue from the provision of services and sale of goods

Since JET was established in 2002 the service has developed and expanded significantly. Clearly, any growth observed in JET's service provision will reflect changes in local socio-economic circumstances and in the direction of policy initiatives directly affecting vulnerable groups. Jersey's island topography, status as an independent state within the UK, and its economy driven by tourism and offshore financial investments have led to a unique set of demographics where over 1 in 5 of the jobs are in the financial sector, with a higher proportion of seasonal and temporary work than observed generally on mainland UK.

There is also ebb and flow within its unique economy: In 2013, there was an economic dip, attributed to changes in the tax agreements with the UK government and an increase in net immigration. This led to unemployment peaking at 7.2% (from a typical base rate of around 4%) between 2013 and 2014, creating challenging conditions for the JET service at that time. As of December 2017, Jersey had an estimated population of 105,500. The total numbers employed at this time were 59,950 with 58% being male, and an estimated unemployment rate of 4%, compared to 4.1% in the UK working population.³ This suggests that JET's service outcomes are not *currently* negatively affected by high unemployment rates.

In 2002 there was a change in local policy initiatives in Jersey towards achieving better vocational outcomes for people with a disability with a drive to move away from sheltered employment towards developing a supported employment model. This saw a transfer of resources (Acorn Enterprises and Oakfield Industries) from the States of Jersey (SoJ) to develop JET's Employment Service. Resources for employment provision for people with a disability remained relatively static and JET had to go through a transitional re-organisation to release resources tied up in sheltered provision to develop a more inclusive community-based employment service.

In 2010 concerns were raised about the lack of a day service provision for those furthest from the labour market living in Jersey. This resulted in a SoJ strategy to develop a Vocational Day Service with funds being made available to form a working partnership between JET, Mind Jersey, Mencap and Jersey Autism to implement a programme to increase the numbers of vulnerable groups entering employment. In this partnership certain partner organisations focussed on the different disability groups with others having a more generic disability focus. In 2012, following a review of this provision, it was agreed by the States that these services for different groups should be brought under the JET umbrella, being the only pan disability provider and having a single remit of employment support. It was felt these funds would be more effectively used and would create a relatively seamless transition to JET's core employment services.

Although JET's aim was to develop community-based employment support services it was felt that Acorn Nursery had benefits for those further away from the labour market although its commercial viability was a concern. Over the years the Acorn service has strengthened its commercial arm, which generates revenue through the implementation of social firms and enterprises to increase financial sustainability through the 3 businesses. By 2017, the service directly employed 51 service staff

³ Number registered as 'actively seeking work'

across the 2 service areas making it a major player in the delivery of services to vulnerable groups living on the island. One advantage of conducting a longitudinal review is that it allows us to identify and describe trends in JET's service development and show how it has progressed according to the strategic developments and goals set for JET over time.

2) Review Aims

The main aims of this review are to:

1. *Establish performance criteria to gauge quality assurance for each service area. This to include national quality indicators from the research literature and JET's Business Plans, Inspection Frameworks and local employment demographics.*

Aims Specific to JET's Employment Services:

2. *Describe the staffing structure and roles and responsibilities of the service staff and compare these to the established performance criteria;*
3. *Describe JET Employment outcomes in terms of: numbers of beneficiaries in jobs over time, staffing ratios and job fallout rates, reasons for job losses, types of jobs obtained, location and hours worked and compare these outcomes with service targets and established performance criteria;*
4. *To describe the characteristics of the service users entering employment through JET in terms of age and gender, type of disability and compare these to service targets and established performance criteria;*
5. *To canvass the views and opinions of staff, employers and service users to identify satisfaction levels with the employment services and any issues arising for future development and compare them to the established performance criteria;*
6. *To undertake a Financial Costs: Benefits Analysis of the JET Employment Service to assess the value for money of the service to the taxpayer and State funders;*
7. *To summarise JET'S employment outcomes in relation to targets, and established performance criteria and to provide an evidence-based rating of the service.*

Aims Specific to JET's T&D services

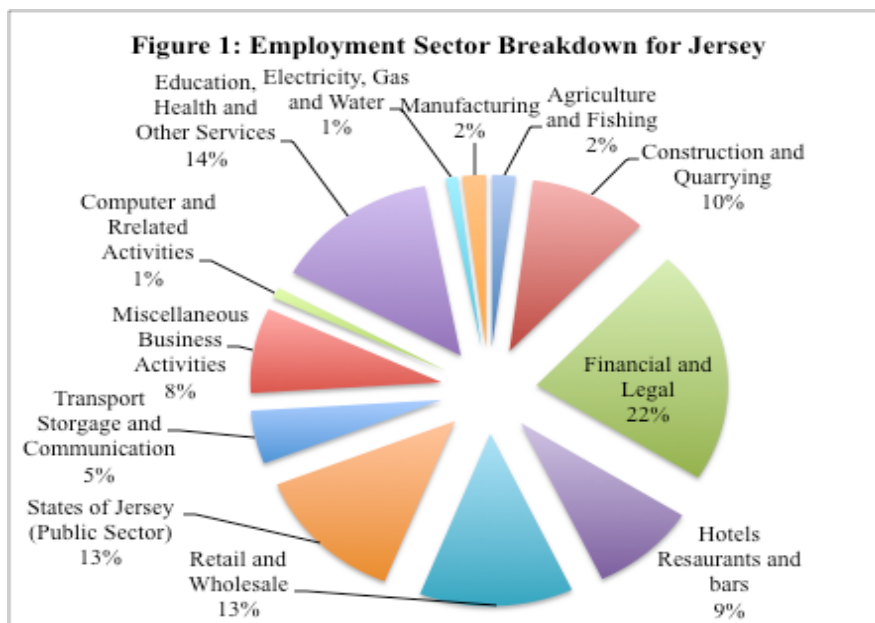
8. *Describe the staffing structure and roles and responsibilities of the service staff and compare these to the established performance criteria;*
9. *Describe the location, type and number of activities delivered through the Acorn service and compare these to the established performance criteria;*

10. To describe the number of service users accessing the T&D services and the type of activities they are undertaking and compare these to the established performance criteria;
11. To describe the characteristics of the service users in terms of age and gender, type of disability and compare these to the established performance criteria;
12. To identify the extent that people using the T&D services are progressing into paid work opportunities and compare these to the established performance criteria;
13. To canvass the views and opinions of staff and service users to identify satisfaction levels with the T&D services and any issues arising for future development;
14. To assess the extent that the Acorn businesses are financially sustainable;
15. To summarise the service outcomes in relation to the established performance criteria to provide an 'evidence based' rating of service performance and make recommendations for improving and progressing the T&D services.

3) Review Method

Local Employment Patterns

Figure 1 shows a breakdown of the proportion of the working population in Jersey according to the Job Sector for 2017. It shows the Financial Sector accounting for 22% of all jobs. A further 40% of all jobs were in the Education Health and Other Services (14%), Retail and Wholesale (13%) or in the Public Sector, being employed by the States of Jersey (13%). The majority of the remaining jobs are in Construction and Quarrying (10%) Hotels Bars and Restaurants (9%) along with Miscellaneous Business Activities, accounting for 8% of jobs. These proportions were taken forward and compared to the job sector breakdowns observed for the JET service.



UK Employment Service Comparators

We compared the employment outcomes observed for JET, with those derived from 4 previous research studies adopting similar methodologies as this review. Service 1: Scotland,⁴ Service 2: South East of England,⁵ Service 3: The South West of England,⁶ and Service 4: The English Midlands.⁷ These allow direct comparisons regarding: numbers entering work, staff ratios, job fall out rates, hours worked and a direct comparison of financial outcomes relating to net present value of the service derived from the costs: benefits analysis. We were also able to use the NDTi report as a comparator for per capita costs of the JET service.⁸ Although this provides a good indication of how well the JET employment service is performing, relative to other services, caution should be applied as they represent the state of development of each service *at the time that the research was conducted* (2007, 2011, 2014 and 2015 respectively for each report).

Models of Good Practice - JET as a ‘Supported Employment’ Provider

The JET Employment Service operates within the field of ‘Supported Employment’, which has a number of key characteristics defined within the ‘Place-Train-Maintain’ approach to supported employment.⁹ These are encapsulated in the National Occupational Standards for Supported Employment in the UK and are widely considered to represent ‘best practice’ approaches.¹⁰

There are three core elements to the approach: 1) ‘Place’ procedures to enable people to access jobs that suit their abilities and their personal preferences for work (e.g., vocational profiling, job carving, job search, job negotiation and pre-employment planning): 2) a ‘Training’ component, which is basically on-the-job support using ‘Job Coaching’ techniques to assist the person to adapt to the social and physical demands of their new jobs as well as provide support to the employer. This also involves the delivery of ‘Training in Systematic Instruction’ approaches to assist the person to learn the skills of their jobs if required.¹¹ 3) ‘Maintain’: follow-up services to both the employer and employee to maintain contact over time, help solve any issues that arise and to assist the service user to progress in their careers over time. Research has shown that the extent to which these components are present can have a major impact on the outcomes observed.

Although there are pre-vocational elements in the Place-Train-Maintain approach, support is tailored specifically towards enabling each person to successfully and expediently obtain and keep paid work in the open labour market, and there is an

⁴ Beyer, S (2007). *An evaluation of the outcomes of supported employment in North Lanarkshire*. Welsh Centre for Learning Disabilities Cardiff University.

⁵ Kilsby, M and Beyer, S (2011) *A Financial Cost:Benefit Analysis of Kent Supported Employment -Establishing a Framework for Analysis*. Kent County Council.

⁶ Kilsby, M., Allan, J. and Beyer, S. (2015) *An Independent Financial Cost Benefit Analysis of Gloucestershire County Council’s Supported Employment Service*.

⁷ Kilsby, M (2010) The Cost Effectiveness of Mencap Derbyshire’s Supported Employment Programme. Derbyshire County Council.

⁸ National Development Team for Inclusion (2014) *The Cost Effectiveness of Employment Support for People with Disabilities. Full report*.

⁹ Pozner, A., Hammond, J & Tannan, V (1993) *An Evaluation of Supported Employment Initiatives for disabled People*. Research series No. 17. London; Department for Employment.

¹⁰ <https://www.base-uk.org/knowledge/national-occupational-standards>

¹¹ Kilsby, M (2015) *What is TSI?* <http://Acorn.systematicinstruction.com/what-is-tsi>

implicit assumption that the job seekers are ‘work ready’. Given that those entering paid employment via JET are deemed to be ‘work ready’ we would expect to observe elements of the place-train-maintain approach within JET’s employment services.

The CRM Database

The CRM database is used by JET as part of their internal monitoring and reporting procedures. It stores information about both service areas in Excel format and consists of records updated by the staff and collated through a central database. We were given access to this database ensuring that we closely observed data protection regulations, especially around client anonymity. The CRM database allowed us to plot the development of the service over a period of 10 years from January 2007 to December 2017, and for some outcomes up to March 2018.

The CRM reporting format is based on the numbers of activities starting for the service users, which did not allow us to directly identify the actual numbers of people undertaking the activities at any one time. This turned out to be particularly relevant for JET because of the high percentage of job ‘re-starts’ and ‘temporary’ job outcomes observed. We therefore developed a bespoke database that allowed us to calculate the numbers of people entering employment for each year taking into account the number of jobs finishing and/or restarting. This allowed us to estimate the numbers in paid work and/or undertaking the various activities through JET at any one time. The CRM enabled us to identify the following outcomes:

Paid Employment Outcomes:

- 1) *number of job starts over a specified period and the numbers in work at any one time;*
- 2) *dates that jobs started and finished;*
- 3) *hours worked by the people in work;*
- 4) *job sectors accessed and the location of the jobs;*
- 5) *whether the job was permanent or temporary/full or part time or zero-hour contracts;*
- 6) *reasons why the service users left their jobs;*
- 7) *whether the people who had accessed work were being actively supported;*
- 8) *primary disabilities of the those entering paid work;*
- 9) *age and gender of those entering paid work;*
- 10) *type of employment accessed;*
- 11) *per capita costs based on numbers entering and in paid work via the employment service.*

These were gauged against the following performance indicators set for the employment services as set out in the previous 2 JET Business Plans and against local and national service indicators:

- *That the pattern of activities delivered within the JET’s employment services reflect best practice approaches as specified in the place-train-maintain approach to supported employment;*
- *That the service increases the number of service users accessing employment through JET;*

- *That the employment opportunities accessed by the service users reflect employment patterns for Jersey as whole including job sectors, hours worked and types of employment contract;*
- *To increase the representation of people with a mental health condition accessing employment;*
- *To increase the representation of people with autism entering employment;*
- *To increase the representation of people with long term health conditions accessing employment;*
- *That the employment opportunities take place in inclusive work environments typical of those for non-disabled workers;*
- *That those accessing employment through the service are representative of the age and gender patterns for people in work for Jersey as a whole;*
- *To facilitate and maximise opportunities for career development and support people to sustain work;*
- *That JET will be the service of choice for many people with a disability or long-term health condition who require additional support.*

For the T&D services

We analysed the CRM data to determine the outcomes relating specifically to the 'Volunteering', 'Work Experience', 'Projects' and 'Courses' service strands. For each of these strands we identified the:

- 1) *number of activities starting;*
- 2) *overall number of service users engaged;*
- 3) *overall age and gender of service users;*
- 4) *overall types of disabilities of the service users;*
- 5) *locations of the activities undertaken by the services users;*
- 6) *movement of T&D service users into paid employment via the 4 service strands.*

These were gauged against the following objectives set for the T&D services as set out in the JET Business Plans for 2011 to 2015 and 2015 to 2019:

- *To increase the number of service options offered through the Acorn service to the service users;*
- *To develop community engagement with the services;*
- *To develop the Acorn site to enable a wider range of activities to occur;*
- *To increase the numbers of service users accessing the services;*
- *To increase the representation of people with a mental health condition accessing the services;*
- *To increase the representation of people with autism entering the services;*
- *To increase the representation of people with long term health conditions accessing the services;*
- *To provide an additional service option for those with severe disabilities, or furthest from the labour market to those services that currently exist;*
- *To enable service users to progress from T&D into paid work;*
- *To develop the social enterprise component of Acorn to become more financially self-sustaining;*
- *To develop meaningful and engaging day service alternatives for the service users;*

- *To develop services that have a positive impact on the quality of life and well-being of those who attend.*

Employer Views

A total of 118 employers were contacted and we received 37 responses (31%): 18 through Survey Monkey, and 19 face-to-face and telephone interviews. Four of the employers told us that they had never worked with JET, leaving a sample of 33 employer respondents and interviewees.

We wanted to know:

- 1) *How had they heard about JET;*
- 2) *The ways they had worked with JET;*
- 3) *How often they are contacted by JET;*
- 4) *Why they employed the service user;*
- 5) *If they are satisfied with the employee;*
- 6) *How satisfied they are with JET's services;*
- 7) *Whether employing the person had changed the workplace perceptions of the service users;*
- 8) *If they would use the JET service again;*
- 9) *If they would recommend the JET service to other employers.*

These were gauged against the following objectives set for the employment outcomes based on the JET Business Plans for 2011 to 2015 and 2015 to 2019:

- *To assist employers and people in job retention situations and develop a clear engagement strategy for contacting employers;*
- *To increase the number of employers JET works with;*
- *Employers who have experienced JET's service will approach JET prior to considering advertising a vacancy;*
- *That employers are contacted through a variety of marketing approaches;*
- *That JET develops efficient working partnerships with the employers;*
- *That the level of contact and support meets the needs of the employer;*
- *That the employers are satisfied with the service from JET;*
- *That the JET service becomes the 'service of choice' for many employers;*
- *That employing a service user has a positive impact on the views of people with disabilities.*

JET Staff Views and Opinions

We conducted a number of in-depth interviews with JET staff in both service areas to gain their views and opinions of JET. Prior to undertaking the interviews, the interviewees were read a Statement of Confidentiality¹² then signed to consent to the reviewers using the information they provided for the review. The initial aim was to conduct 18 staff interviews from the sample of 51 staff directly employed by JET as of March 2018. In the event we conducted 31 in-depth interviews with staff each lasting between 50 minutes to an hour and a half in duration (Sample = 61%).

¹² *In accordance with General Data Protection Regulation act set out by the EU in May 2018*

Following the interviews, we also emailed an in-depth questionnaire, based on the questions from the interview schedule, to those staff we had not interviewed in person. We received 7 online responses increasing our sample size to 38 staff or, 75% of all staff employed directly by JET at that time. We also conducted in-depth interviews with 2 JET Board Members to gain their opinion of the JET services and their views on the threats to and future of the service. The 38 staff interviewees were comprised as in Table 2.

Table 2: Jet Staff Sample by Service Area

Both Services (7)	
1 x Executive Officer, 1x General Manager, 1x Operations and Quality Assurance Manager, 1 x Accounts Administrator, 1x Strategy and Risk Manager, 1 x Wellbeing Practitioner, 1x HR manager,	
Employment Service (18)	Training and Development Services (13)
7x Employment 1x Employment Services Manager 5x Employment Support Workers 2x Senior Employment Co-ordinators 1x Support Worker 1x Transitions Co-ordinator 1x Senior Employment Support Worker	6 x Senior Managers 2 x Training and Development Co-ordinators 1 x Trainee Support Worker 2 x Co-ordinator – Volunteering/work experience 2 x Support Worker - Volunteering

We wanted to know:

- 1) *To what extent that staff were familiar with the JET mission statement?*
- 2) *What qualifications do JET staff have and what is the investment in training?*
- 3) *Are there opportunities for promotion within JET?*

To help us collect information we developed a Likert Scale so that staff could rate certain aspects of the service from 1 to 10. We applied the following rating scale: 1 to 3 = 'very poor or inadequate', 4 to 5 = 'poor or adequate', 6 to 7 = 'good', 8 to 10 = 'very good to outstanding'. We asked staff to rate the following aspects of the JET service:

- 4) *How good is staff supervision and appraisal within JET?*
- 5) *Do the JET staff feel they have the resources to do their jobs?*
- 6) *To what extent do staff feel JET is person centered and individualised in its approach?*
- 7) *How do the staff rate the quality of support they receive from JET in their jobs?*
- 8) *Is JET a 'listening' service? Does it encourage open discussion and debate?*
- 9) *How do the staff rate JET as an innovator of services?*
- 10) *How do staff rate internal communication within JET?*
- 11) *How adaptable is JET as a service when problems and challenges arise?*
- 12) *How do staff rate the quality of support JET provides to the service users?*
- 13) *How do they rate JET as a place to work?*

We also asked the staff the following 2 questions:

- 14) *What are the main threats to JET?*
- 15) *What changes would you like to see within JET going forward?*

Information gathered from the staff interviews and online questionnaires was collated onto an Excel spreadsheet and recorded as a mixture of numerical data fields and ethnographic descriptions of the views expressed by the JET staff. The staff views expressed were gauged against the following objectives using the Inspection Framework and the PASS¹³ Evaluation Tool:

- *Coherency of vision;*
- *Investment in staff;*
- *Staff expertise;*
- *Opportunities for promotion and career development;*
- *Quality of supervision and appraisal;*
- *Suitability of staff resourcing;*
- *Individualisation;*
- *Quality of support to staff;*
- *JET as a 'listening' service;*
- *Effectiveness of communication*
- *Innovativeness;*
- *Service adaptability to changing circumstances;*
- *JET as a place to work*
- *Quality of support to service users;*
- *Perceived threats to the JET service;*
- *Changes suggested by the JET staff.*

Service User Views

We conducted 20 interviews ranging from 20 to 45 minutes to learn the views and opinions of employees accessing paid work via JET. Fourteen of those we interviewed were in inclusive paid work, with 6 employed by JET working at the Acorn site or at La Collette.

We wanted to know:

- 1) *How they got their current jobs;*
- 2) *What they did prior to getting their jobs;*
- 3) *How they rate JET's support;*
- 4) *How satisfied they are with their jobs;*
- 5) *How getting a job has changed their lives;*
- 6) *What their plans are for the future.*

The service user views of the JET services of those in paid work were gauged against the following objectives drawn from the previous 2 JET business plans:

- *That the employment service becomes the service of choice for many individuals requiring support to access and keep paid jobs;*
- *That the service plays a significant role in assisting service users to access and keep paid work;*
- *That the support provided by JET is highly rated by the service users;*
- *That the service users are obtaining jobs that suit their interests and abilities;*
- *That the Employment Service has a positive effect on the quality of the lives and well-being of the service users accessing work.*

¹³ Wolfensberger, Acorn and Glen, L (1975). *Program Analysis of Service Systems (2009 version) A method for the quantitative evaluation of human service systems.*

We conducted a further 23 interviews, ranging from 20 to 45 minutes to ascertain the views and opinions of those accessing JET's T&D services.

We wanted to know:

- 1) *What they do at JET;*
- 2) *What they would be doing if they were not at JET;*
- 3) *How satisfied they are with the service;*
- 4) *Whether being at JET has changed their lives;*
- 5) *How they rated the support they received from the T&D services;*
- 6) *What their plans are for the future.*

The service user views of the T&D services were gauged against the following objectives drawn from the previous 2 JET business plans:

- *That JET becomes the service of choice for many individuals requiring support to progress towards paid work opportunities;*
- *That the services play a significant role in assisting service users to engage in prevocational activities;*
- *That the support provided by the T&D services are highly rated by the service users;*
- *That the service users are engaging in Acorn activities that suit their interests and abilities;*
- *That the Acorn has a positive effect on the quality of the lives and wellbeing of the service users accessing work.*

Acorn Service Financial Sustainability

There is an abundance of research relating to financial sustainability for non-profit organisations. Unlike for-profit organisations, where surplus revenue is shared and distributed to share-holders through dividends and bonus payouts, in non-profit organisations it is used for 'reinvestment' or towards the appreciation of financial reserves within the organisation.¹⁴ As Sontag-Padilla et al (2012) state:

“Financial capacity consists of resources that give an organization the ability to seize opportunities and react to unexpected threats while maintaining the general operations of the organization. It reflects the degree of managerial flexibility to reallocate assets in response to opportunities and threats.”¹⁵

Maintaining financial responsiveness over the long term is especially important for non-profit organisations such as JET because they provide services to vulnerable groups who require consistent and ongoing services to support them. As Bowman (2011) states:

“Financial sustainability refers to the ability to maintain financial capacity over time. An organization sustainable in the long term but unsustainable in the short term will

¹⁴ Bowman, Woods, (2008) *Financial Capacity and Sustainability of Ordinary Nonprofits*. Nonprofit Management and Leadership, Vol. 22, No. 1, Fall 2011, pp. 37–51.

¹⁵ Sontag - Padilla, L, Staplefoote, L, Morganti, K (2012) *Research Report on the Financial Sustainability for Non-Profit Organisations: A Review of the Literature*. RAND Corporation, Pittsburgh, USA.

be chronically short of cash.”

And that:

“The goal of financial sustainability for nonprofits is to maintain or expand services within the organization while developing resilience to occasional economic shocks in the short term (e.g., short-term loss of program funds, monthly variability in donations).”

Most non-profits depend on diverse funding sources to sustain their operations and receive funds from multiple streams including government, private donations, grants and contracts. Substantial cutbacks, especially in government funds suggest that nonprofits should develop or revisit their fundraising plans to support financial sustainability.

We can extract four key criteria from the literature to judge the current and future financial sustainability of the Acorn services:

- 1) That any financial predictions made by JET have ‘validity’ in that the predictions are based upon the services’ previous and current financial outcomes and upon a ‘realistic’ appraisal of the services’ potential to generate surplus revenue;*
- 2) That the service demonstrates immediate, short term and long-term financial sustainability and is not at great risk due to variations in cash flow and to significant (predictable) changes in the conditions of the marketplace;*
- 3) That projections are based on a reduced risk of reliance on external funding sources and streams;*
- 4) That the extent of predicted financial growth and service development allows the service to sustain its commitments to the service users.*

These criteria were used to assess the immediate, short and long term financial sustainability of the Acorn businesses based upon JET’s business and financial plans and accounts.

Costs of Employment Service

Conducting a financial costs: benefits analysis allows us to get an indication of the value for money of the service to the taxpayer and State funders.¹⁶ Our analysis is based upon a costs: benefits framework employed in previous studies to assess the financial impact of supported employment approaches.¹⁷ It establishes the per capita cost: how much it cost the taxpayer per person to support someone into paid work through the service which we can to compare to our UK service comparators: then compares the financial costs and benefits in a situation where the JET Employment Service exists to one where it does not.

¹⁶ funders being equivalent to ‘local authorities’ in UK terms.

¹⁷ Kilsby, M and Beyer, S (2011) *A Financial Cost:Benefit Analysis of Kent Supported Employment - Establishing a Framework for Analysis*. Kent County Council.

We were unable to identify savings at the funder level because we could not establish accurate costing frameworks to determine the costs of alternative equivalent services. This was partly due to the diversity of the service user groups supported into employment and that JET does not keep information about the extent that individuals used other state funded services prior to and following their uptake of paid work. Therefore, we focused on the net balances of costs to savings for 2017 for the Jersey taxpayer.

We wanted to know:

- a) *What are the per capita costs of the service to the taxpayer;*
- b) *What is the balance of costs to savings of the service for the taxpayer.*

We applied the following performance criteria:

- *That the service represents value for money for the Jersey taxpayer*

The costs: benefits calculations were based on the following assumptions:

Income Support calculation

- We assume that the person is receiving an (adjusted) Income Support Payment while in paid work, and a full contribution while out of work;
- We assume that the employed person is a single household without dependents that would complicate their Income Support Payment calculations;
- We assume that the employed person receives no other welfare payment other than Income Support Payment (e.g. no Long-term Incapacity Allowances etc.);
- We assume that all employed people in JET receive the following components:
 - That people receive an impairment payment;
 - That all employees still receive Personal Care Level 2 payments;
 - That no employees receive a Mobility component;
 - That the amount paid is maximum component sum payable, minus any earned income per week, to give the net Income Support payable;
 - That no clinical costs, carer, special or exceptional payments are made.

Table 3: Assumptions used in calculation of Income Support due

Component	Our assumptions	Weekly entitlement £*
Basic	Single Adult	£97.72
Lone parent	Not applied	£0.00
Children	Not applied	£0.00
Household	Bedsit/lodgings (private rental)	£51.53
Accommodation	Minimum rate	£139.86
Impairment	Personal Care Level 2	£107.24
Expenses	Not applied	£0.00
Childcare	Not applied	£0.00
Carer	Not applied	£0.00
Total of components		£396.35

* Rates based on October 2018 as 2017 unavailable

Earned income

- Under the Jersey scheme people who are entitled to Income Support are required to seek or obtain work, unless they have been assessed as not being required to do so;
- Those excepted from seeking employment, may still elect to do so;
- Where people have an earned income, Income Support is paid as a top-up benefit, and earned income has 25% disregarded in the calculation;
- We did not have any individual wage figures for JET workers. We made two sets of assumptions to estimate income, and its effect on tax and other financial flow-backs to States of Jersey taxpayers.
- First, we assumed that all workers earned at the Minimum Wage. The average hours worked were 24 hours per week. This enabled us to estimate an annual income per year for an average worker (£8,961 p.a.), and for the whole JET cohort (£2,203,294 p.a.). These would be minimum wage figures as people working in some sectors would earn higher rates per hour. Second, we assumed that workers earned at the average for the sector they were employed in. Data from Jersey national statistics provided full-time weekly wage rates for each sector in 2017 (see Figure 1).¹⁸

Figure 1: Average weekly earnings by sector, June 2017 (£ per week per FTE)



- In Section 2 we report the percentage of the JET cohort employed in different sectors. We used these percentages as weights to calculate a weighted average mean weekly wage for the JET group (£621). Further, we used the average hours worked for the cohort (24 hours per week) to reduce the calculated mean wage from full-time (37 hours). The weighted mean wage for the JET cohort working week was £403 p.a. The total for the whole JET cohort was £5,363,944 p.a. These would be maximum wage figures as people with different types of disability would be likely to earn at lower hourly rates of pay than the industry sector averages;
- Our calculations of earnings of the JET cohort under the Minimum Wage, and the Weighted Sector Mean Wage, assumptions were as follows:

¹⁸ *States of Jersey (2017) Index of Average Earnings, P 7.*
<https://Acorn.gov.je/Government/Pages/StatesReports.aspx?ReportID=3079>

Assuming Minimum Wage for all employed under JET

Table 4: Calculation of Income Support received assuming Minimum Wage

Household Income		Weekly earnings £
Wages	25% of wage disregarded (£172.32-£43.08)	£129.24
Pensions	NO	£0.00
Other Benefits	NO	£0.00
Maintenance	NO	£0.00
Other income	NO	£0.00
Capital	NO	£0.00
Total Income		£129.24

Assuming Weighted Sector Mean Wages for all employed under JET

Table 5: Calculation of Income Support received assuming Weighted Sector Mean Wages

Household Income		Weekly earnings £
Wages	25% of wage disregarded (£402.94-£100.73)	£302.21
Pensions	NO	£0.00
Other Benefits	NO	£0.00
Maintenance	NO	£0.00
Other income	NO	£0.00
Capital	NO	£0.00
Total Income		£302.21

Net Income Support payable under different wage assumptions

- Finally, our calculations of Income Support payable, net of wages under our two wage assumptions, and when not employed, were as follows:

Table 6: Calculation of Income Support net of earned income

Assumption	Calculated	Weekly Income Support paid £
Income Support paid assuming Minimum Wage earned	£396.13-£129.24	£266.89
Income Support paid assuming Weighted Sector Mean Wage earned	£396.13-£302.21	£93.93

Income Support paid assuming not employed	£396.13-£0.00	£396.13
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JET Service Ratings

We applied the following service ratings provided in the JET Quality Standards and Inspection Framework for day services.¹⁹ Grade 1=‘Outstanding’, Grade 2=‘Good’, Grade 3=‘Satisfactory’, Grade 4= ‘Inadequate’. A grading was attributed based on the weight of evidence from the review.

¹⁹ Vocational Day Services Quality Standards and Inspection Framework (updated in 2018): A strategy for inclusive vocational day services and employment for people with a learning disability and people on the autistic spectrum – page3.

Section 2:

JET Employment Outcomes

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1) Employment Service Staff Roles and Activities

By December 2017 the JET's Employment Service²⁰ employed 18 staff on regular contracts, 5 being categorised as 'part-time', but all at 30 hours per week (average for all staff = 35.5 hours). The average age of these staff was 45 years and, on average, they had worked for JET for 5 years and 8 months. The staff team comprised of 1 senior manager, 3 senior co-ordinators, 7 co-ordinators and 7 support workers. Thirteen of the 18 staff were women (72%) reflecting the female bias within the human service sector as a whole. Although employed through the employment service, staff often worked in partnership with the Training and Development and Acorn Business services, which were mainly located in the Acorn Trinity site.

JET describes the key components of the employment service as follows:

- Job Search Assistance: through the medium of Job Clubs, including help in writing cover letters, filling in job applications and contacting employers;
- Interview Support and Employment Negotiation: through the provision of one-to-one support to help service users to find paid employment matching their employment preferences and abilities. This includes job searching, vocational profiling, CV writing and practising interview skills. JET also contacts employers on the service user's behalf to negotiate contracts of employment and to advise them about adjustments or any specialist equipment that is required to enable a person to start work;
- On the Job Training and Support: through the provision of one-to-one support when it is required;
- On-going Support through regular contact, incorporating phone contact, visits to the worksites as well as disability awareness training and support to employers.

It is clear from this description that JET aims to deliver in all three areas of the Place-Train-Maintain approach as described in Section 1. We were interested to see if the roles, responsibilities and activities of the staff were practical for implementing the approach. Figure 2 shows the roles undertaken by the Employment Service staff as reported through the staff interviews. It shows that most staff reported the provision of 'hands-on-support' to the service users as their main responsibility (22% of staff), including the provision of job coaching activities with many highlighting this as their most important role. 'Employer engagement' was also cited as a main role (16%), with many describing the employers as their "customers" and "partners". Some staff viewed supporting the Job Clubs as a main role (16%), explaining that service users sometimes required immediate support in the community to help them get back into work.

Figure 2 also shows that the employment staff viewed 'meeting other agencies' (11%) as a main role, citing the formation of partnerships and joint working strategies as a main objective. Some staff had supervision duties (9%), while others specifically mentioned vocational profiling as a main role (7%), suggesting a strong emphasis on the 'Place' component with regard to job matching.

²⁰ This relates only to JET staff employed under the 'Employment Service' area. Outcomes for the staff employed in the 'Training and Development' Service areas are presented in Section 3.

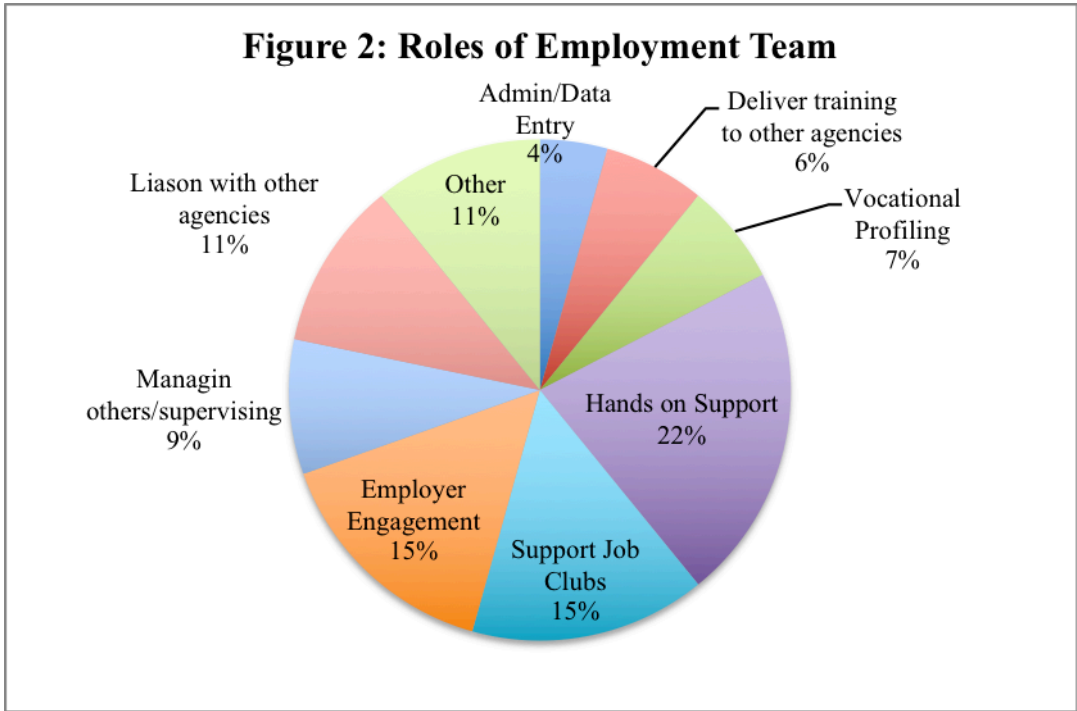
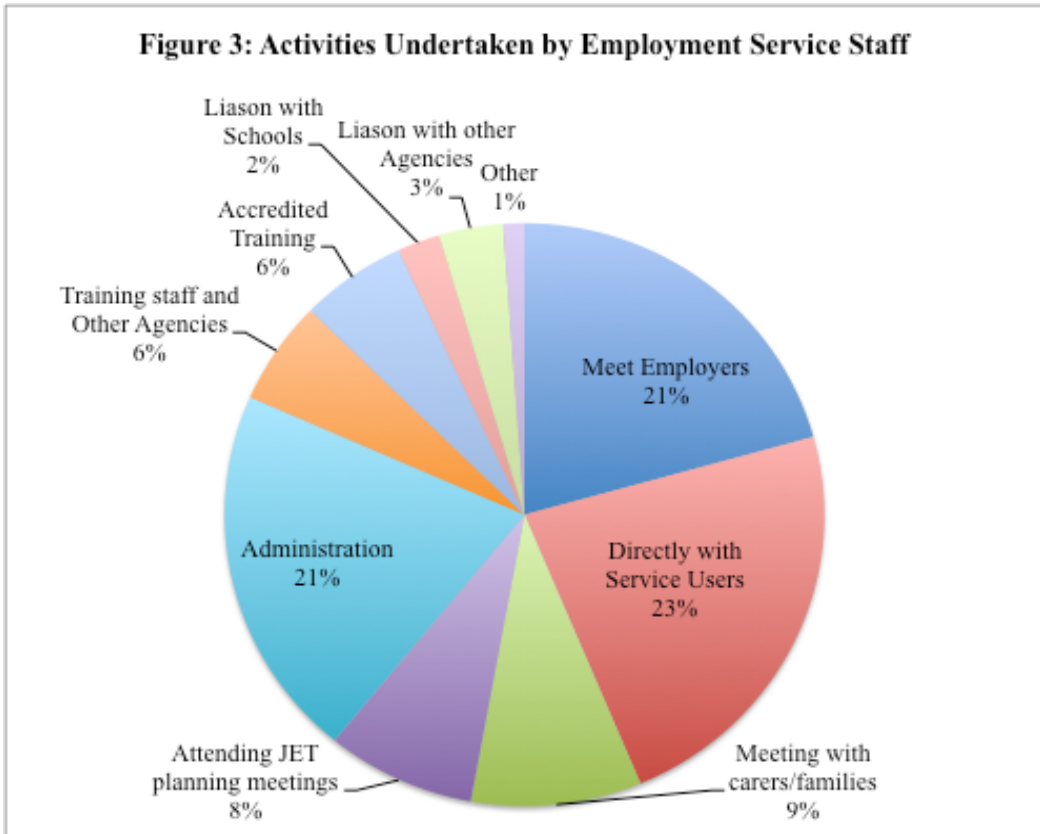


Figure 3 shows the activities undertaken as reported by the Employment Service staff. Perhaps unsurprisingly, 'directly supporting service users' was the most reported activity (23%), followed by activities involving 'meeting employers' (22%). These two aspects are arguably the most important components for successful supported employment.



When we questioned the staff specifically about whether they worked one-to-one with service users, all reported that they did, with 85% reporting that they undertook ‘vocational profiling’, ‘meetings the employers’ and provided ‘on-going support’ through follow-up meetings with the employer and employee once the service user had settled into the job. All of the employment staff had undertaken the ‘Training in Systematic Instruction’ course (mostly through JET) and 79% said that they had used it in their jobs.

Figure 3 also shows that staff reported spending a proportion of their time at JET planning meetings (8%) and most of those interviewed felt they had a good opportunity to contribute to and shape service planning. Nine percent of staff reported activities involving ‘meeting with families and carers’, these often being with younger service users and through the Transitions Project which focussed on early intervention to support young people leaving school or college into paid work.

Although staff did not generally see ‘administration’ as a main role, 20% cited it as a main activity. In general staff perceived this as necessary part of their jobs. However, some staff reported that the administrative burden had grown significantly since the additional requirement to record service users as ‘actively seeking work’ as a condition of the Social Security contract. Many staff reported that this was onerous and meant they spend less time undertaking their main duties and is having a negative impact on the relationship between JET and some service users.²¹

These results suggested to us that there is coherency between staff roles and the strategic aims and direction of the Employment Service and, administration issue aside, that staff felt they had the capacity to deliver these aspects of their jobs. It is also clear that the perceived roles and activities undertaken by of the employment staff reflect many of the key components of the Place-Train-Maintain approach associated with best practice Supported Employment delivery, with an emphasis on vocational profiling, job matching, and the delivery of one to one support through Training in Systematic Instruction approaches, as required by the service users.

2) Job Outcomes

Total Jobs Accessed and Job Restarts

The higher proportions of temporary and seasonal jobs that typify the Jersey labour market create specific challenges for the employment service. This includes the obvious threat that the number of job finishes, due to seasonal layoffs and time limited (temporary) job contracts, necessitating an increased effort to keep people in jobs. If the service is to meet this challenge, we would expect to see evidence that follow-up services and procedures are in place to enable people to regain employment once the jobs finish.

The CRM database allowed us to identify the number of jobs starting over the 10-year period up to December 2017. Figure 4 shows that there were 1,215 jobs accessed and that there has been a sustained yearly increase in the total numbers of jobs starting over the period. Currently there are no signs that this cumulative growth is slowing.

²¹ Reported in Section 4 JET Staff Views

These findings suggest that JET has successfully increased engagement with employers and created many job opportunities over a prolonged period of time.

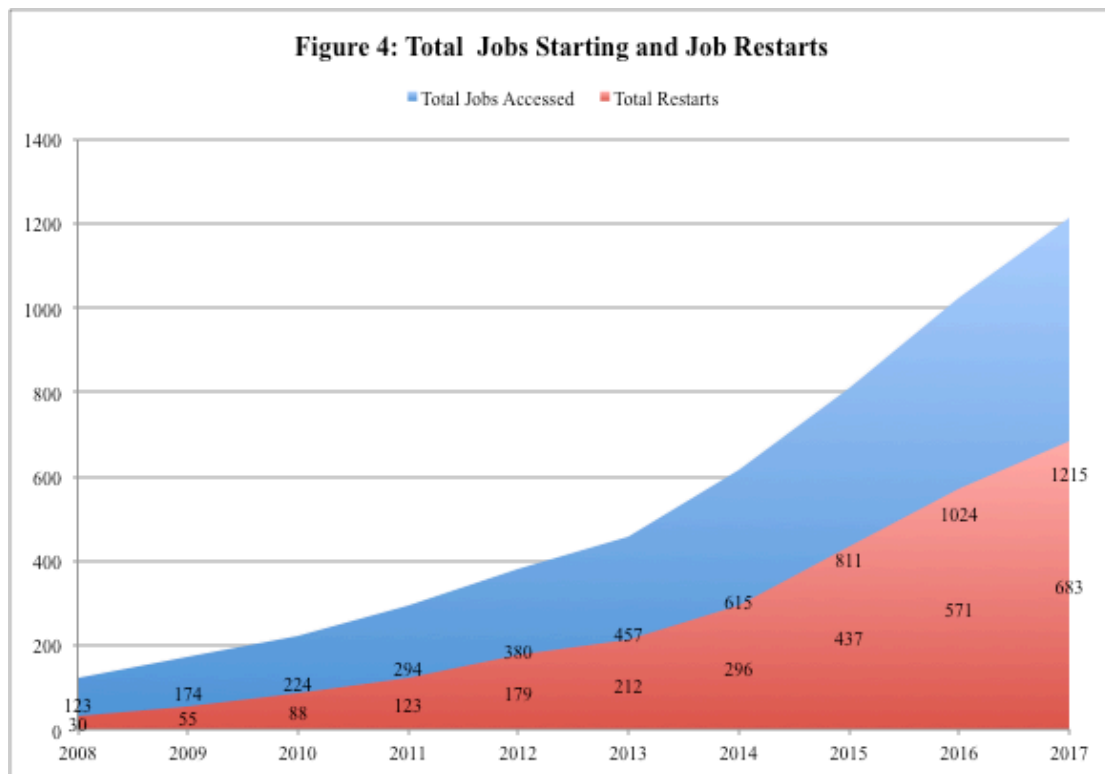
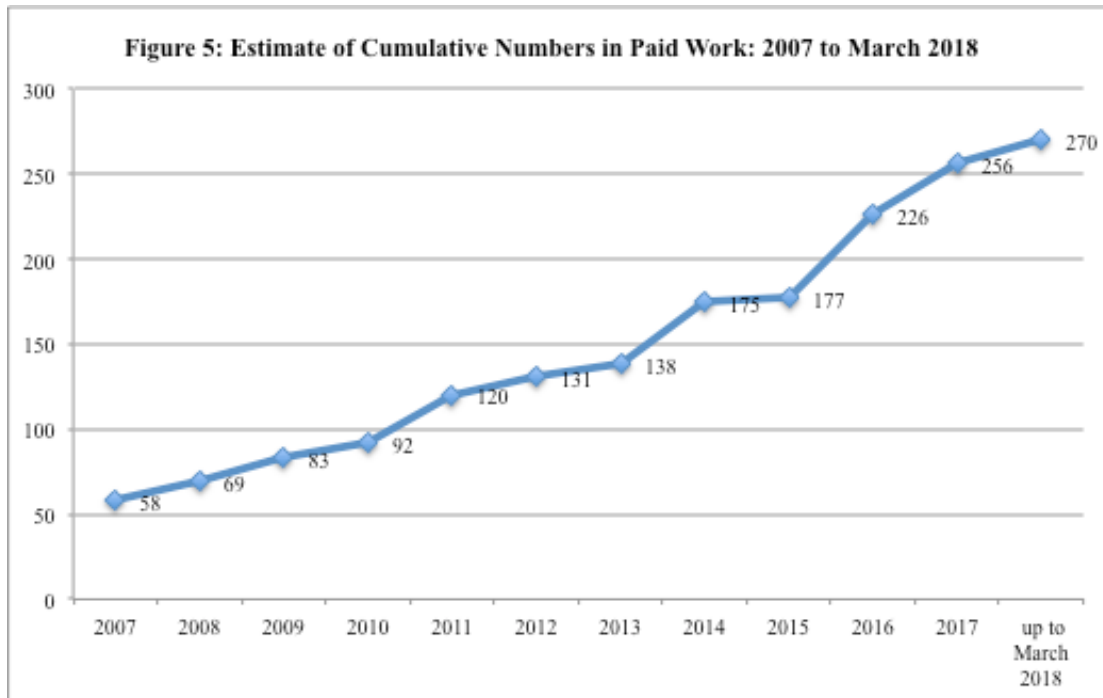


Figure 4 also shows that over half (683=56%) of the jobs starting over the period were in fact, job ‘restarts’, with people leaving their jobs and being supported to restart the same job, or to obtain a different job at a later time. The number of job restarts within JET is an anomaly, which the reviewers have not seen elsewhere in UK Supported Employment and is possibly the result of the large numbers of seasonal and temporary jobs that exist on the island. It will be interesting to see what proportion of the jobs obtained through the service are indeed seasonal, temporary or permanent. Taken alone, these findings provide evidence that the service has been successful at activating follow-up procedures to support large numbers of employees to regain employment once their job contracts have expired.

Numbers in Paid Work

When we calculated the numbers of people accessing jobs the results indicated that a total of 537 individuals started work over the 10-year period up to March 2018. Figure 5 shows our best estimates of the cumulative numbers in paid work for each year and up to March 2018, taking into account job-restarts and job fallout rates. It shows a sustained year-on-year increase in the numbers of people accessing and keeping employment over the period rising from 58 service users in December 2007, to 270 service users in March 2018. This is likely an underestimate since staff reported that, despite their best efforts, they had lost touch with some people after they had started work.



When we compared the numbers accessing work through JET with our UK service comparators, it indicates that JET is supporting significantly greater numbers of people in paid work (S1=119, S2=96, S3=101, S4=87 NDTi=average of 70).²² This is an indicator of a mature Supported Employment service and is doubly impressive given the number of job restarts occurring.

These results demonstrate that the JET employment services have performed very well against one of their key objectives; that of increasing the numbers of people accessing and keeping open employment over a sustained period of time. It has also clearly developed close working relationships with many employers, evidenced by the large number of employers engaged by JET and the willingness of many employers to offer JET service users new vacancies as they arise.

Although we were unable to determine the amount of support each person was receiving, at March 2018, 207 people were recorded as being ‘Actively Supported’ through the service, meaning that at least 63 employees were working independently from JET at this time. These results suggest that JET is undertaking effective job finding techniques to free up resource to support increasing numbers of people in employment over time and reinforces earlier findings that JET have developed and maintained strong relationships with many local employers.

Staffing Ratio

Whether these job numbers translate into value for money depends in part on operational costs and resource used, including staffing levels. At March 2018, the Employment Service was directly employing 18 staff to deliver jobs (compared to S1=18, S2=29, S3=14 and S4=11). If we take forward the numbers being actively supported in 2017 (207) then this translates into a staff: service user ratio of 12 active employees for each staff member (1:12). This compares favourably to other services,

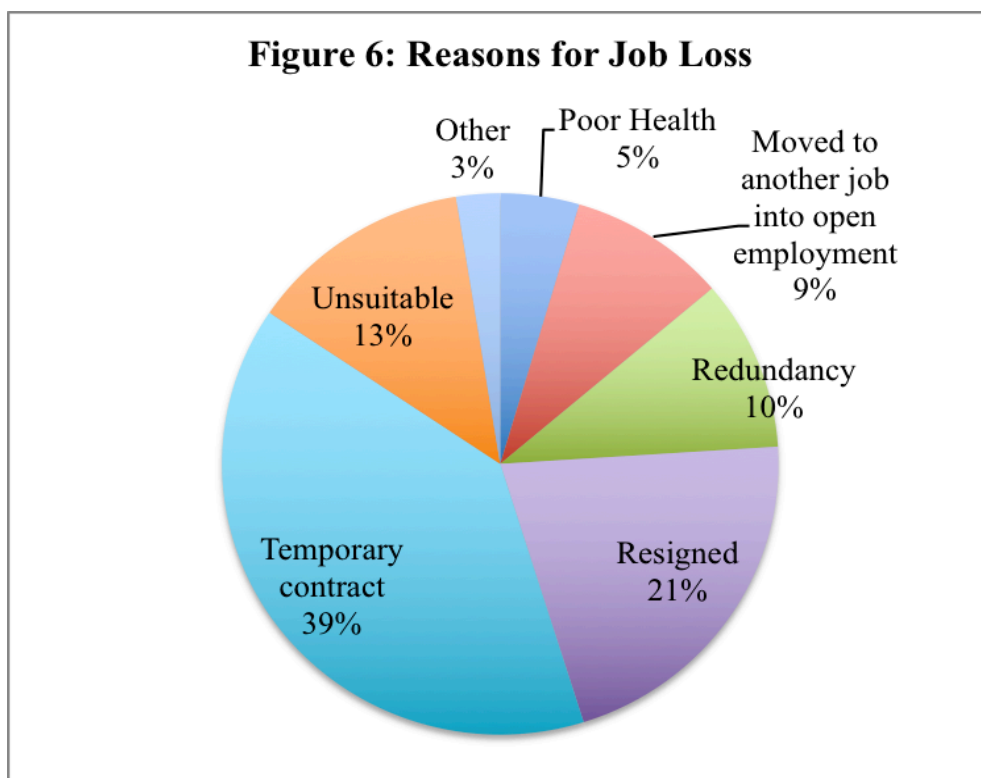
²² Caveats described in Section 1: Method

(S1 =1:7, S2=1:3 S3=1:7, S4=1:8), suggesting that the Employment Service outcomes observed are not due to significantly higher staff numbers.

Job Fall-Out Rates

Job fall-out rates were calculated as the numbers of people finishing jobs for each year, proportional to the numbers in work for any given year. Results suggested an average job fallout rate of 8% for the JET service from 2007 to 2017 (range= 4%-12%). This rate was low compared to all our UK service comparators (S1=17% S2=10%, S3=10%, S4=9%), further reinforcing earlier findings suggesting that the service has effective follow-up and job retention procedures in place.

Figure 6 shows the reasons reported on the CRM database for job losses. Unsurprisingly, it shows that the majority of job finishes were due to expiring temporary contracts (40%). Some reasons reported were outside the control of the service, with 22% resigning for ‘undisclosed reasons’, 10% losing their jobs due to ‘redundancies’ and a further 5% of people finishing due to ‘poor health’.

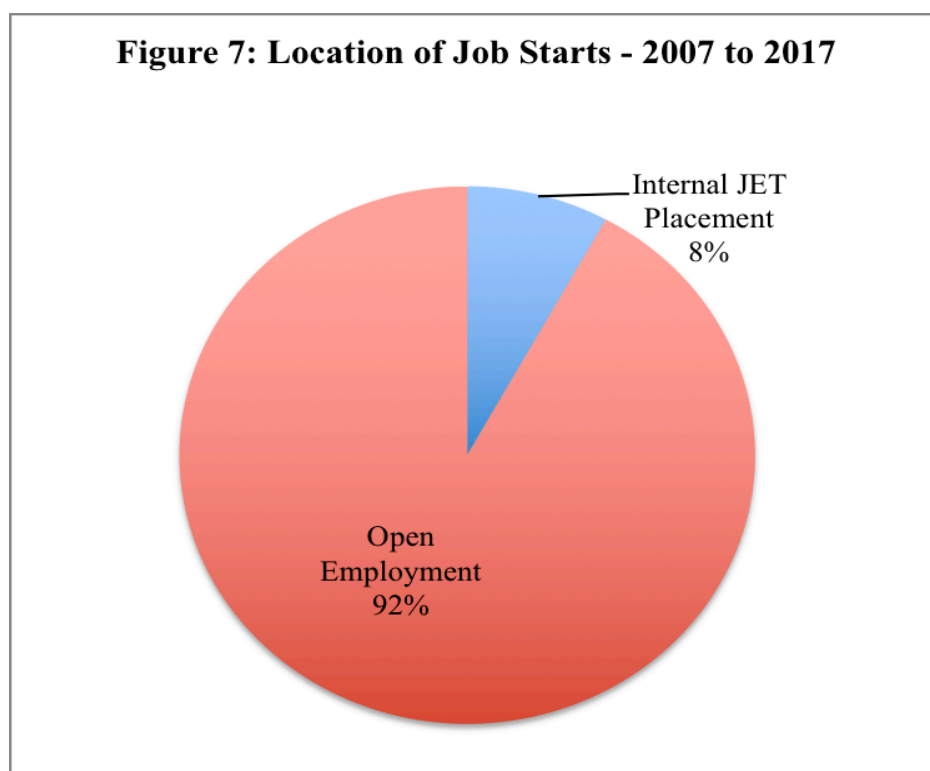


Thirteen per cent of job finishes occurred due to the job being deemed ‘unsuitable’. Although some of these were due to changes in the personal circumstances and health of the service users, it acts as a reminder to JET to continue to remain focussed on ensuring the best possible job match. Nine percent of those finishing their jobs had progressed onto another job in open employment. This suggests that the service is supporting service users to move-on and progress in their careers.

Location of Jobs Starting

Figure 7 shows that 8% of all jobs starting over the 10-year period were internal placements made by JET. These mainly consisted of a team, contracted to clean the JET buildings and people employed within the Acorn site in the Woodshack, Nursery

and Re-use services. The remainder 92% were in open employment environments, all being located in fully inclusive work environments,²³ although some employers had more than 1 JET employee.



In the UK mainland many services have developed work opportunities involving a ‘supported internship’ model, and more recently, strategies for supporting people into ‘supported apprenticeships’. These may be two areas for future service development that may be most suitable for younger people, alongside more innovative approaches for developing ‘supported entrepreneurships’ and ‘self-employment’ opportunities for the service users.

Job Sector Representation

The CRM database showed that from 2007 to 2017 and up to March 2018, 1,215 jobs started through JET spread across 494 different local businesses and employers, representing a wide range of employment sectors and opportunities. Figure 8 represents the proportion of JET job starting over the period according to each job sector category.²⁴

It shows that the highest proportions of jobs were in Retail and Wholesale sector, representing 24% of all jobs accessed (Jersey=13%). This sector included the Co-op, Marks and Spencer, Waitrose, Sandpiper and De Gruchy shops and stores. Figure 8 also shows that 18% of the jobs through JET were in Hospitality (Jersey=9%) including an array of hotels, bars and restaurants; notably the Merton Hotel which provided 24 Jobs for JET service users between January 2013 and March 2018. Other employers in this sector included The Dolan Hotel Group, The Beresford Street Kitchen and TGI Fridays.

²³ *Substantiated through direct observation*

²⁴ Jersey Labour Market Report December 2017 – page 4

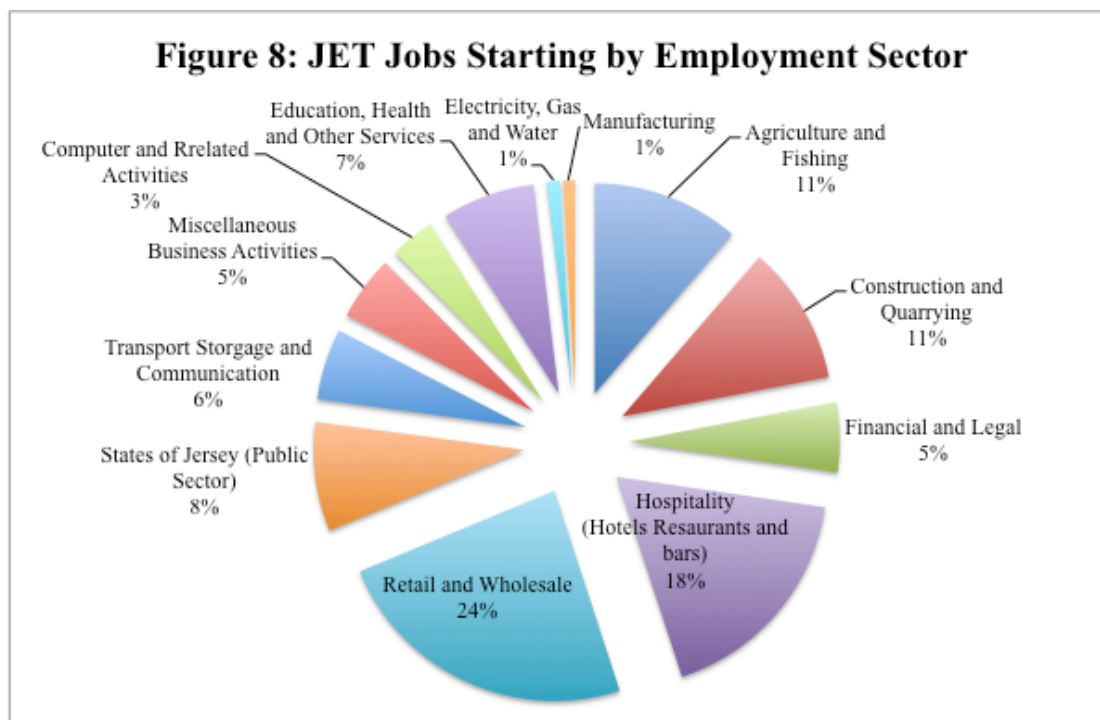


Figure 8 also shows that a significant proportion of the jobs accessed by JET were in Agricultural and Fishing (11%, compared to 2% in Jersey). This sector was bolstered by service users employed by JET, mainly in the Acorn businesses, who accounted for 73% of employees in this sector. Other employers in this sector included Jersey Trees for Life, La Vallon Stables and Grass Roots Organic Farm. No jobs are recorded as occurring in the Fishing sub sector.

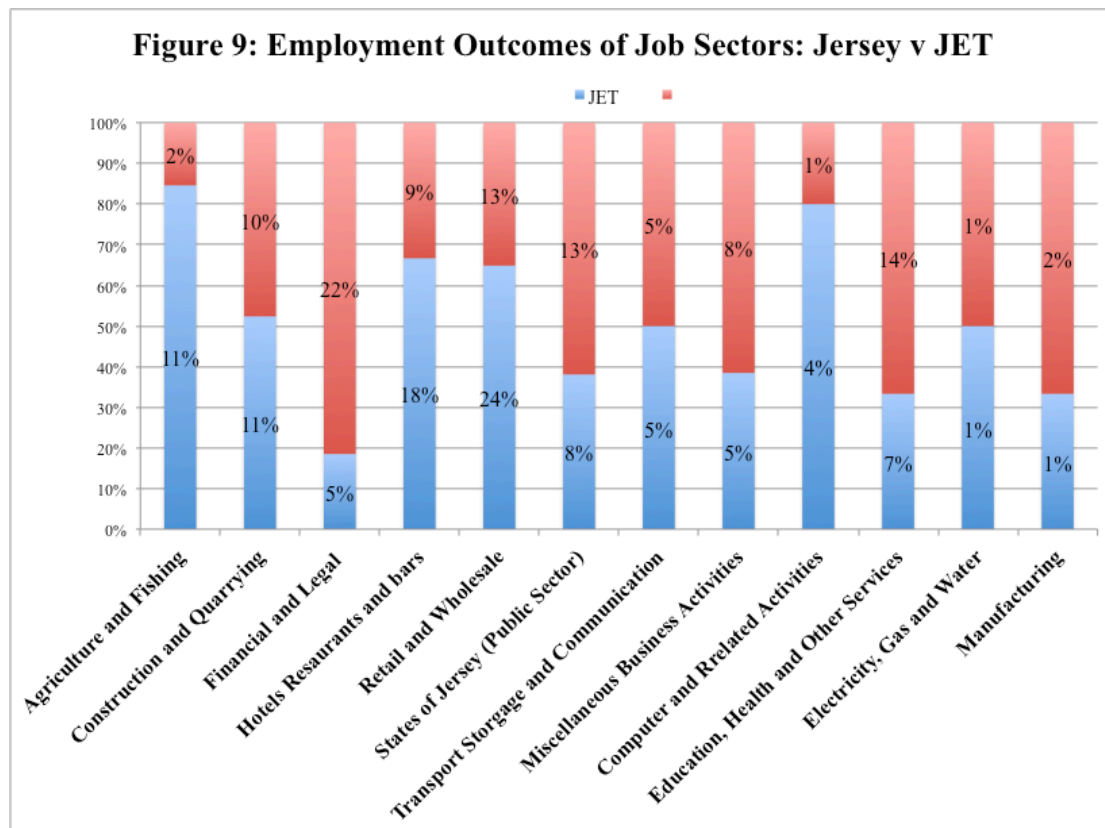
The next highest proportion of jobs (9%) were in Construction and Quarrying (Jersey=10%). This included private organisations involved in recycling and aggregate services, decorators, property services, carpentry, plumbing and heating firms. Employers here included AAI Recycling, Plumbing and Heating Services, and Acorn Woodshack. Eight per cent of JET job starts fell in the Public Sector (Jersey = 13%). This included jobs in The Tax Office, Fire Service, Highlands College, Jersey General Hospital and the Jersey Magistrates Court. Education Health and Other Services accounted for 7% of JET jobs (Jersey=12%), including a child's nursery, a parish hall, a church and the Scouts Society.

Figure 8 also shows that six of the 12 employment sector categories accounted for 5% or less of JET job starts. These included Miscellaneous Business Activities (5%, Jersey=8%), including a Veterinary practice, Langly Automatic and Signtech; The Financial and Legal Sector (5%, Jersey = 22%) including jobs with the Royal Bank of Scotland International, HSBC and EGF Wealth Management Solutions; Transport, Storage and Communication (5%, Jersey=5%) including jobs at The Jersey Post, Condor Ferries and Liberty Bus; Computer and Related Activities (3%, Jersey=1%), including Logicalis, Focussed IT and Web Reality. A small number of people were also being employed in the Electricity Gas and Water and Manufacturing sectors (both 1%, Jersey = 1% and 2% respectively).

These results show that the JET have successfully secured jobs in every job sector defined by the State. This provides their service users access to the full range of businesses and employment opportunities that exist on the island.

Comparison of Job Sectors

Figure 9 provides a direct comparison between the proportion of jobs obtained by JET from 2007 to April 2018 in each employment sector with those observed for Jersey as a whole as reported in December 2017.



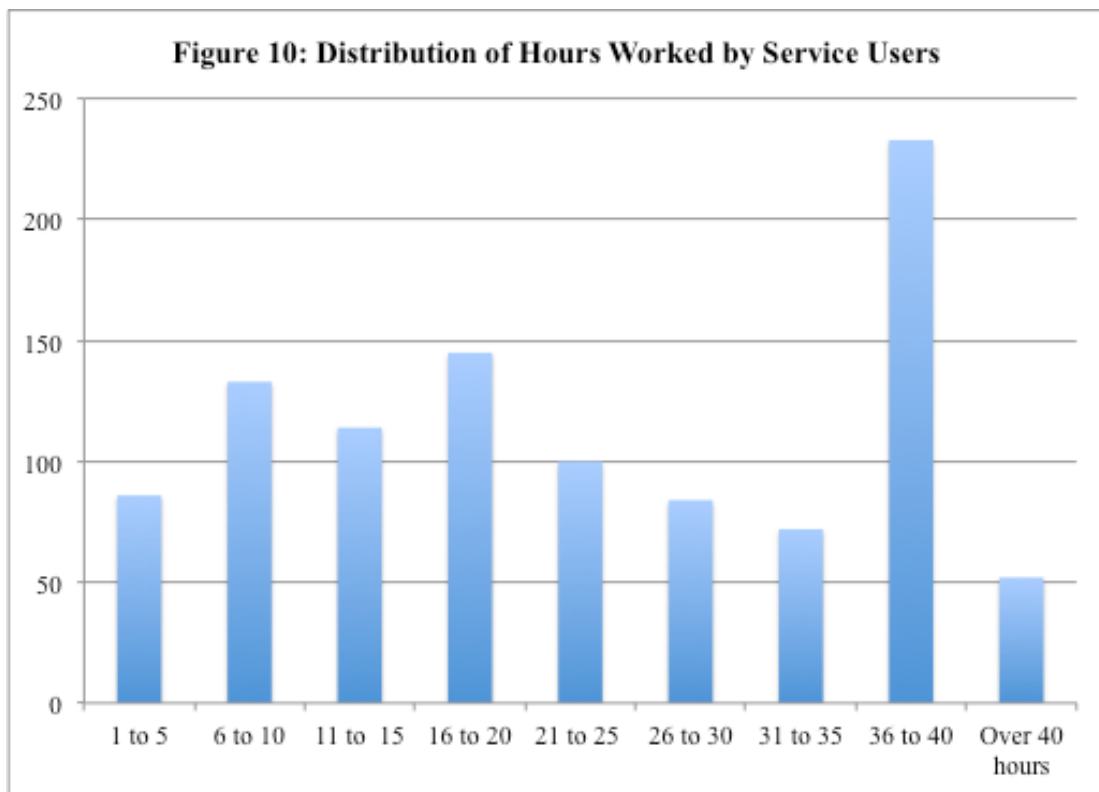
It shows that JET has obtained a significantly higher proportion of jobs in sectors involving Agriculture compared to Jersey as a whole (11% v 2%), bolstered by the service users employed by JET in the Acorn Nursery. It also shows that jobs in the Retail and Hospitality sectors were also well represented (18% v 9% and 24% v 13% respectively). This corresponds to findings from research in the UK where jobs in these sectors are well represented involving a high amount of ‘food preparation’ and ‘cleaning’ jobs usually associated with high employee turnover rates but which are also highly accessible to vulnerable groups. Computer Related Activities are also well represented (4% v 1%), but should be treated with caution as these jobs accounted for only 3% of JET job starts.

Figure 9 also shows that jobs in the Financial Sector are significantly under-represented with only 5% of JET jobs falling into this category compared to 22% for Jersey as a whole. This disparity may be partly explained by the fact that, unlike the UK banking sector (which employs only 7.3 per cent of the UK’s working population) there are a higher proportion of these jobs in Jersey involving Investment Banking, Trust Fund Management and Financial Law. This means that many vulnerable people will not have the skills and experience to access such jobs. In fact,

evidence suggests that these sectors are also under-represented in supported employment the UK as are jobs in the Education, Health sectors, also underrepresented in JET (7% v 14%) and jobs obtained in the Public Sector (8% v 13%).

Hours Worked by Service Users

The service users worked on average 24 hours p.w. (range=1 to 60 hours). Figure 10 represents the distribution of hours worked by JET employees over the 10-year period and up to March 2018. It shows that employees worked a variety of hours, suggesting flexibility in job finding on the part of the employment service in providing a wide range of options for the service users, according to their personal circumstances and preferences. The highest proportions of jobs were between 36 and 40 hours, these representing the typical working hours for full time employment in Jersey.



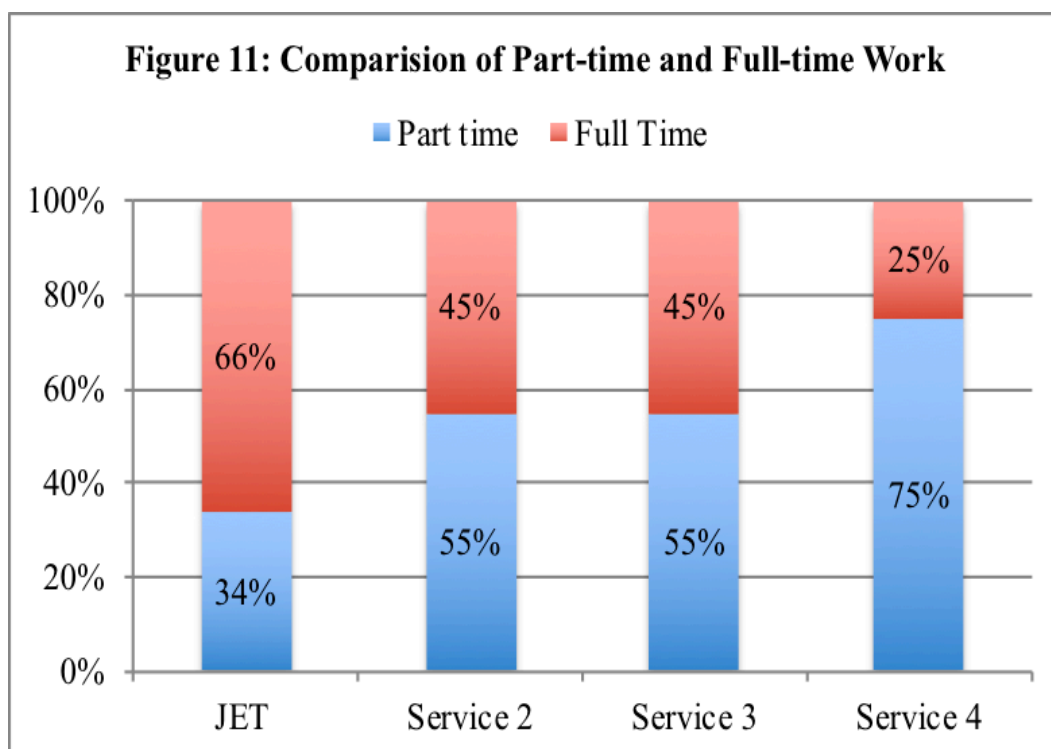
Research in the UK has shown that better outcomes are associated with supported employment when high levels of full-time work are observed. It also shows that there are a number of factors that can affect this outcome including the levels of welfare benefits received by service users and the extent that some vulnerable people are ready to take on the demands and responsibilities of full-time work. There is no official definition of what constitutes full-time or part-time work in the UK or Jersey. However, in the UK working 16 hours p.w. or more is the threshold above which benefits become affected.²⁵ This has led to UK Supported Employment agencies categorising jobs consisting of 16 hours or above as ‘full-time’. However, this threshold does not apply in Jersey as welfare payments are based on earnings and not hours worked.²⁶ This makes the cut-off point in Jersey somewhat arbitrary: The State

²⁵ Notably reductions in income support and the threshold upon which Working Tax Credits become available and people would transfer from IS onto ESA.

²⁶ Although incapacity benefits apply eligibility restrictions

apply a criterion of over 25 hours p.w. for full-time work and 25 hours or below for part-time.²⁷

The CRM database allowed us to identify the number of jobs obtained through JET that were classified as full or part time according to these different thresholds. Applying the State threshold, 42% of JET jobs were full time, with 55% being classified as part-time. This compares with Jersey as a whole, where the proportions are split 75% full-time to 14% part-time with 10% consisting of zero-hour contracts.²⁸ At face value these results suggest that JET may have focussed too much on part-time work, possibly at the expense of full-time jobs. However, when we applied the UK threshold of 16-hours or less, then 65% of JET jobs can be classified as full-time.²⁹ Figure 10 shows this outcome relative to the UK mainland service comparators.³⁰ It suggests that JET has the highest proportion of full-time jobs relative to the other services when the 16-hour UK threshold is applied.



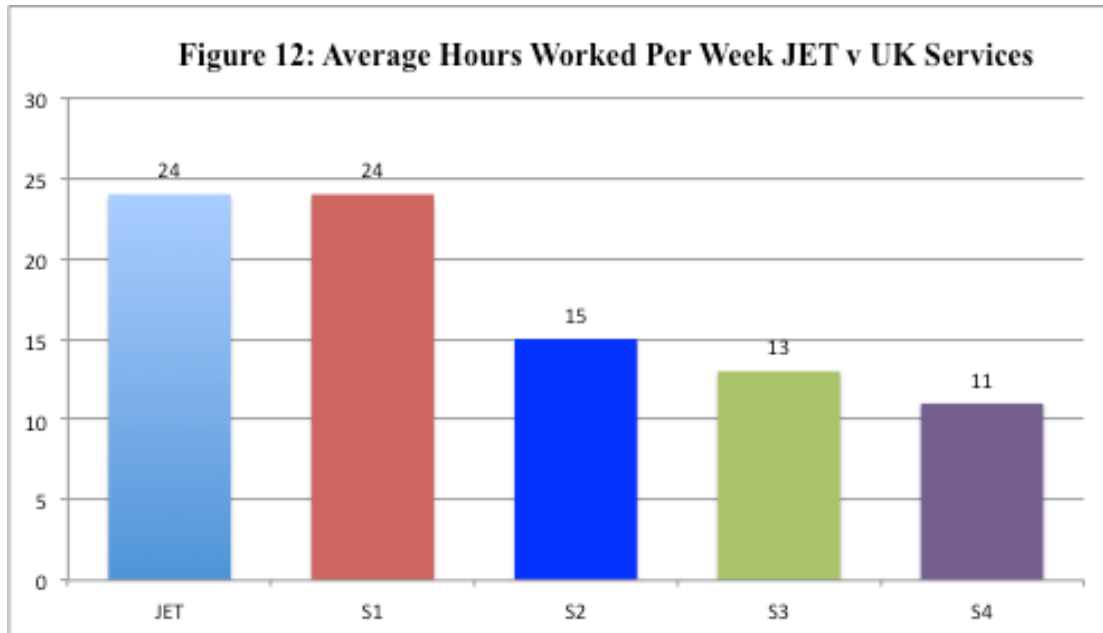
These findings are reinforced by Figure 12 that shows that JET have recorded the equal highest average hours worked by employees (24 hours p.w.) compared to our four UK comparators. We found no trends in the numbers of full-time versus part-time jobs starting over the 10-year period where the proportions were consistently around the 50% full-time v part-time split.

²⁷ Information provided by telephone conversation via Statistical Information and public services for the Island of Jersey

²⁸ Jersey Labour Market Report (December 2017) States of Jersey – p2

²⁹ Excludes zero-hour contracts

³⁰ Excludes S1 – no reliable data available.



This demonstrates that JET has succeeded at securing a high number of full-time jobs consistently over a long period of time. This should have a positive effect on the financial outcomes for the agency, generating higher levels of individual income, greater tax revenues for the State and potential decreases in the costs due to a reduction in alternative service usage. It implies, not only that Jersey has a welfare benefits system that is more congenial to full-time working compared to the UK, but also that JET and their service users have taken full advantage of this.

Zero Hour Contracts

A 2017 labour report showed that 2.8% of the UK working population were employed on zero-hour contracts while in Jersey, it is reported that over 10% of the working population are on these contracts and that this number grew by a third between 2013 and 2015. Recent reports have criticised the “misuse” of these contracts on Jersey as being to the detriment of the employee’s well-being and working rights.

There are also concerns about the appropriateness of zero-hour contracts for vulnerable groups as they can mark the person out as being a ‘secondary’ employee, creating division and stigma, while many people, especially those with mental health condition or autism express the desire for consistency and regularity in their daily work routines, many lack financial independence and guaranteed contracts offer greater financial stability and work consistency compared to zero-hour contracts.

Although JET has no official policy around avoiding zero-hour contracts the reviewers view the fact that only 2% of jobs starting through JET were on a zero-hour basis, compared to the 10% observed in Jersey, as a positive outcome, highlighting JETs role as a promoter of individual human rights in line with their service users’ personal needs, interests and well-being.

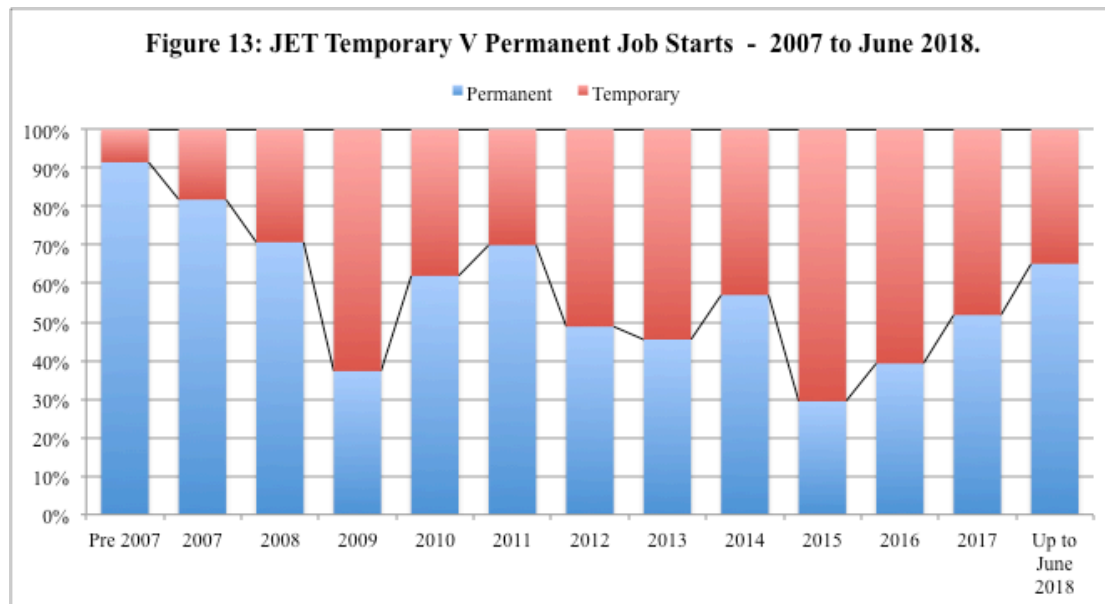
Permanent versus Temporary and Seasonal Work

Analysis of the CRM data showed that over the 10-year period from 2007 to 2017 and up to April 2018, 46% of all JET job starts were classified as ‘permanent’ posts, with 48% being ‘temporary’ and 6% as ‘seasonal’. This compares with SoJ where 85% of

contracts are permanent,³¹ representing a significant disparity with the proportions observed through the JET service.

There are strengths and weaknesses associated with temporary and seasonal jobs. On the one hand, they offer a flexible and amenable pathway for vulnerable people to try out different jobs, develop their CVs and gain confidence in a number of different working environments in order to progress onto more permanent posts. They are also associated with high employee turnover rates with less people applying for the vacancies. On the other hand, temporary and seasonal work can lead to greater periods of unemployment and lower financial income for the service users compared to permanent posts and often require greater allocations of service resource in order to support people back into work once their employment contracts expire. They are also sensitive to economic influences and, as with zero-hour contracts, they tend to increase during economic downturns with employers becoming more reluctant to employ new staff on a long-term basis. This point was made by many of the employment staff we interviewed.

Figure 13 shows the trend in temporary and permanent jobs starting over the 10-year period and up to June 2018. It shows that in 2007, over 80% of jobs obtained for that year were permanent, albeit with smaller numbers of service users. There is then a general decline in the proportion of permanent jobs secured in each year, and during 2015 only 26% of jobs obtained were permanent.



Anecdotally, staff also reported that they are addressing this disparity; a notion reinforced by Figure 13 showing that from 2016 to June 2018 there has been a growth in the number of permanent jobs to over 62%, representing the highest proportion of permanent jobs started since 2011. This would not only increase service capacity, but also reduce per capita costs and potentially allow the service to benefit greater numbers of people.

³¹ SoJ do not include proportion of non permanent which is seasonal

3) Service User Characteristics

Gender and Age of Service Users

Results indicated that over the 10-year period 63% of those accessing work were male, compared to 37% female. This compared with Jersey where 58% of those starting work are males. Research has shown that there is a higher prevalence among males to females for people with learning disabilities and those with autism, but that there are approximately twice as many women as men with mental health conditions. This indicates that there is a gender imbalance with women under-represented in the jobs obtained through JET. This male bias also exists within many UK services, in our comparators Services 3 and 4 had a 75% and 70% bias towards males with only Service 3 being gender representative (men = 52%).³²

The average age of those starting paid work through JET was 34 years and 8 months. Figure 14 shows the age distribution of the beneficiaries based on the numbers of the jobs started over the 10-year period from 2007 to 2017 and up to March 2018. It shows that the highest proportion of workers were aged 17 to 26 (37%). This focus on younger people through transition from education to work strategies can have positive benefits to the service user, improving both individual life chances and the potential for cost avoidance savings throughout the lifetime of the individuals. These results suggest that JET's Transitions policy to target younger people nearer to school leaving age is having an effect.

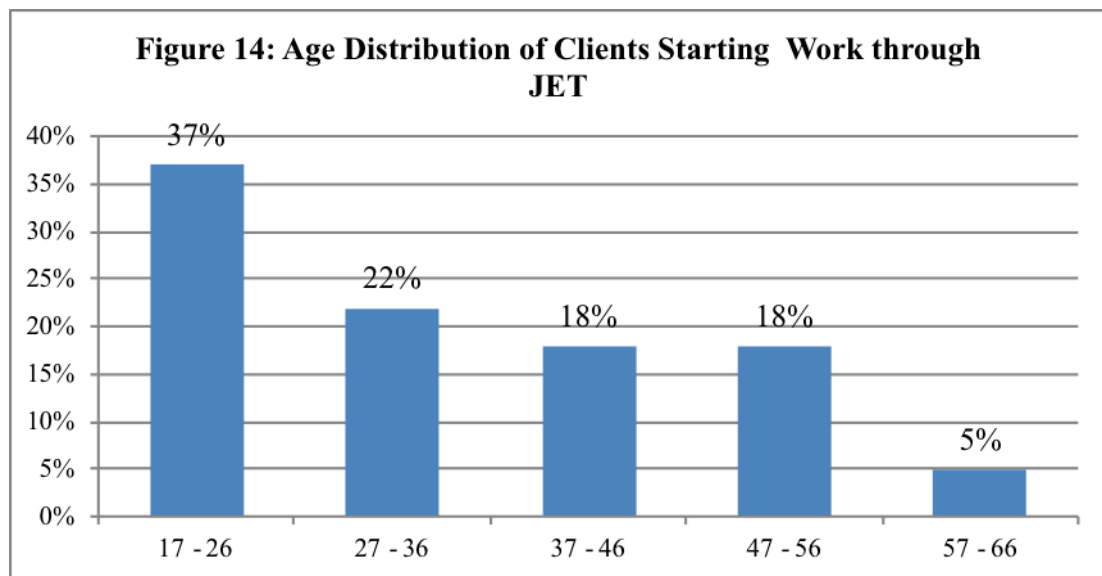


Figure 14 also shows that those aged over 26 are also well represented with just over 1 in 5 service users (22%) starting work being between 27 and 36 years of age, with the same proportion of people (18%) aged between 37 and 46 years of age and between 47 and 56 years. A small proportion of jobs (5%) were started by people aged 57 or older.

³² No data for service 1

Service User Group Representation

As with many Supported Employment agencies in the UK, when JET was originally established it predominantly supported people with learning disabilities into paid work. One of the service goals identified in recent JET Business Plans is to increase the service user group representation to more accurately reflect the diversity of vulnerable groups in the Jersey population.

Figure 15 represents the proportion of job starts according to the eight primary disability service user groups identified within JET from 2007 to 2017 and up to March 2018. It shows that the highest proportion of people starting work had a learning disability (30%) but that nearly 1 in 4 people (23%) had a mental health condition. There is also a significant number of people with autism and physical disabilities, representing 16% and 15% of all job starts respectively. People with long-term health conditions and brain injury are also represented (both 6%), as are people with visual and hearing impairments (4%).

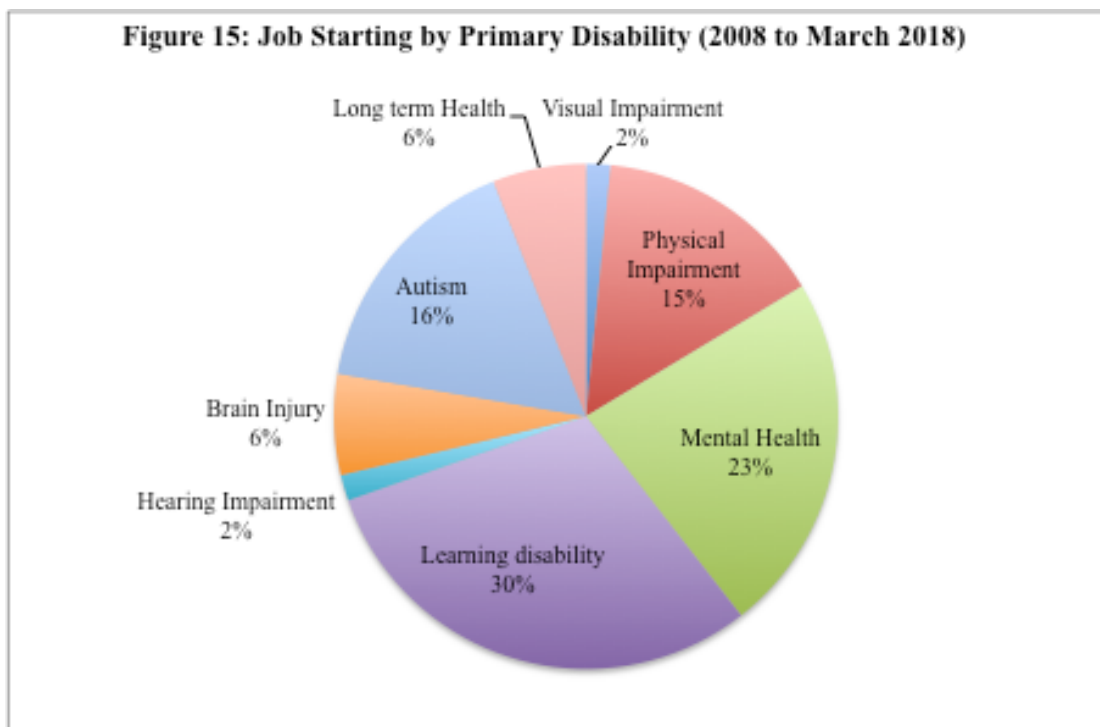


Figure 16 shows the cumulative growth in the numbers of people in paid work for each service user group from 2007 up to March 2018. It takes account of job fallout and retention rates and is based on an estimate of the numbers in work for each year. It shows that there has been an increase in the numbers gaining work in all 8 categories across the 10 year period up to March 2018. Notably, there were steady increases in people categorised as having a learning disability, physical disability, mental health condition, autism and people with long-term health conditions.

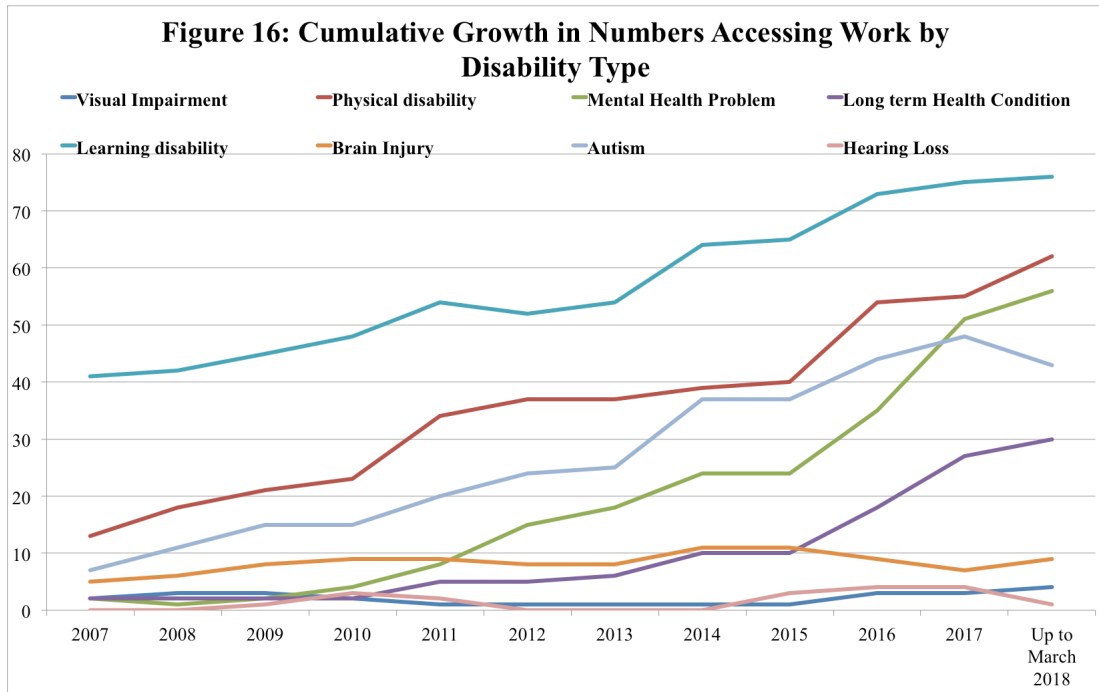
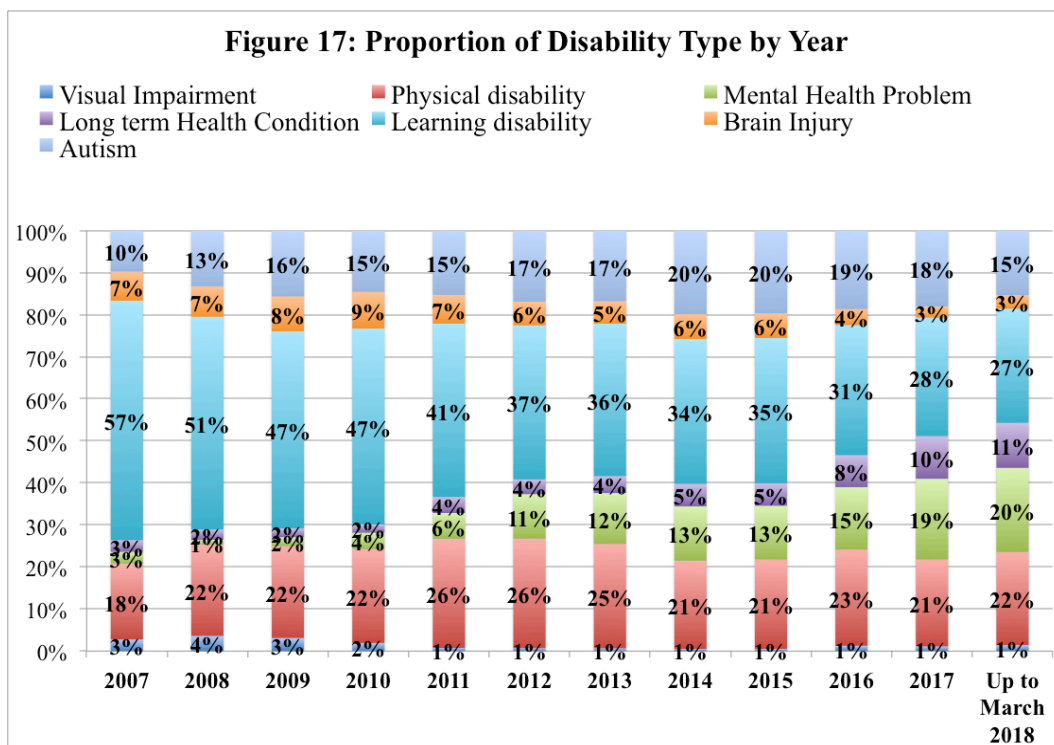


Figure 17 supports this notion: It represents the 10-year trends in the balance of group representation for the numbers obtaining work through JET and shows that, even though the number of people with learning disabilities gaining work is increasing, the overall proportional representation of this group has fallen from 57% of all people in work in 2007 to 27% by March 2018. Conversely, there has been a steady increase in the proportion of people with mental health conditions (from 3% to 20%) and those with long-term health conditions (from 3% to 11%) over the same period. Overall there was a fall in the proportions of people with brain injury in work (7% to 3%), however this represented a small number of people.



These results show that JET has been actively redressing any imbalances in representation, demonstrating that not only has there been an increase in the overall numbers accessing the service year by year, but also that the representation of different disability groups has increased and broadened, especially in relation to people with mental health conditions, autism and people with long-term health conditions. Ultimately, the decision as to whether to extend the service further to target other groups is a strategic one: but supported employment approaches have been shown to be beneficial to other NEET (Not in Employment Education or Training) groups including first time care leavers, young single parents and repeat offenders.

4) Service User Views of the JET's Employment Services

We interviewed 20 employee service users to ascertain their views and opinions of the JET Employment Service.³³

We wanted to know:

- 1) *How they got their current jobs;*
- 2) *What they did prior to getting their jobs;*
- 3) *How they rate JET's support;*
- 4) *How satisfied they are with their jobs;*
- 5) *How getting a job has changed their lives;*
- 6) *What their plans are for the future.*

1) How did you get your current job?

When we asked the service users how they got their jobs, all acknowledged that JET had played a significant part and the vast majority 80%, said that JET had played a decisive role in them obtaining their job.

Greg³⁴ a 42 year old man with a long-term mental health condition who was employed by JET, sorting and wrapping and labeling Re-use items told us:

"I came via work experience with JET - I had been unemployed for years. I used to work as a scaffolder, but lost my job because I used to drink too much. I used to take drugs and had anger problems. I did the Foundations Course - it gave me a second chance and now I'm working here".

Claire, a 26-year-old woman who worked in a dressing room of a clothing shop stated:

"JET helped me get my job – they helped me to update my CV at Job Club, I did mock interviews there and Jet came to the interview with me and my confidence grew."

Iain, a 30 year old man with autism who is working in a local Leisure Centre stated:

³³ See Method Section 1

³⁴ All names are Pseudonyms

"I actually worked here 10 years ago and left to go to Uni. When I came back I couldn't get a job. Jersey Mental Health connected me to JET and JET helped me to get this job. I really don't think it would have happened without them."

And...

"they were really understanding. I was in a really low place. Social services didn't care if I was having a low day. They (JET) were really understanding and flexible. I did an admin course, work experience and this helped me to get some daily structure and experience for my CV and move on."

Barry, a 22-year-old with a learning disability who was working in a hotel stated:

"I did work experience through JET last year but have been unemployed since I left College. I told them (JET) I had a learning disability but that I'm a really hard worker! They helped me to find a job and with the interview. Dean brought me for the interview, but I did it myself!"

Another 24-year-old employee named Steve, with a mental health condition who has obtained a job as a Hotel Porter responded:

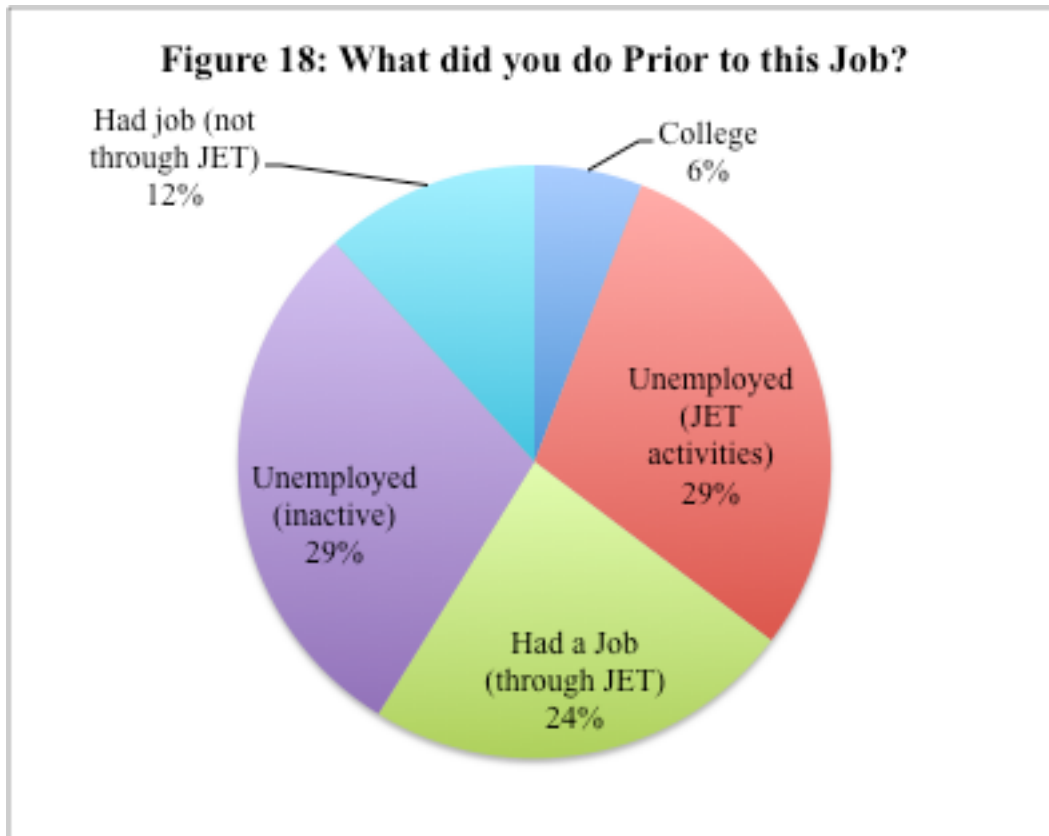
"I wouldn't have got this job if it wasn't for JET. I had a blip last year and JET supported me. If it wasn't for JET I'd have ended up dead. Work has kept me on the straight and narrow and that's down to JET."

2) What did you do directly prior to getting this job?

All the Employment service users we interviewed in paid work reported having been unemployed at some time, with 40% stating they had been on long-term unemployment benefits prior to starting their jobs. When we asked the service users what they were doing *directly prior* to obtaining their current job, 58% told us they been unemployed. As Figure 18 shows, half of this group (29% overall) told us that although they were actively seeking work, they often "did nothing all day" and spent a lot of time "sitting around at home" and "watching day time television".

As Sue told us:

"I hadn't worked for two and a half years: It was a real pain in the arse. Really bad for my mental health. I'd even been turned down for voluntary jobs: I couldn't even give my blood!"



Twenty nine percent told us that they had been undertaking volunteering, work experience and/or training and development activities through JET prior to obtaining their jobs, demonstrating that employment outcomes were occurring through the Training and Development as well as the Employment Services. Figure 18 also shows that a further 24% of interviewees reported that they had previously been employed and had obtained that job via the JET, with a further 12% of service users reporting that they had previously worked and had obtained that job without JETs support. Most of this group had utilized JET’s Job Club, with many describing it as a “helping hand back into employment”. The remaining 6% of interviewees had been referred to JET on leaving Highlands College, with these individuals engaging with JET’s Transition Services prior to them actually leaving college.

3) How do you rate JET’s Support?

When asked the service users to rate JETs support. Figure 19 shows that 60% rated the service as ‘brilliant’ with another 33% rating it as ‘really good’.

As Iain stated:

“I felt really supported, they’re great listeners they were really brilliant.”

24-year-old Mark, who had obtained his first full time job since leaving school in a data security firm told us:

“They still help me now – they pop in just to make sure everything’s OK. They helped me find this job and really supported me when I needed it.”

Sarah who works in a retail clothing store is 26 and who has a mental health condition told us:

“I had no confidence and was terrified of even going for a job. They (JET) helped me with my confidence – I did mock interviews with them and they offered to go to the interview with me but I wanted to go alone. They also helped me with courses, including math, I did some voluntary work at Cancer Research and then work experience with M&S. I wouldn’t have got my job without JET.”

Mary a 54-year-old woman who works for a Trademark Agent stated:

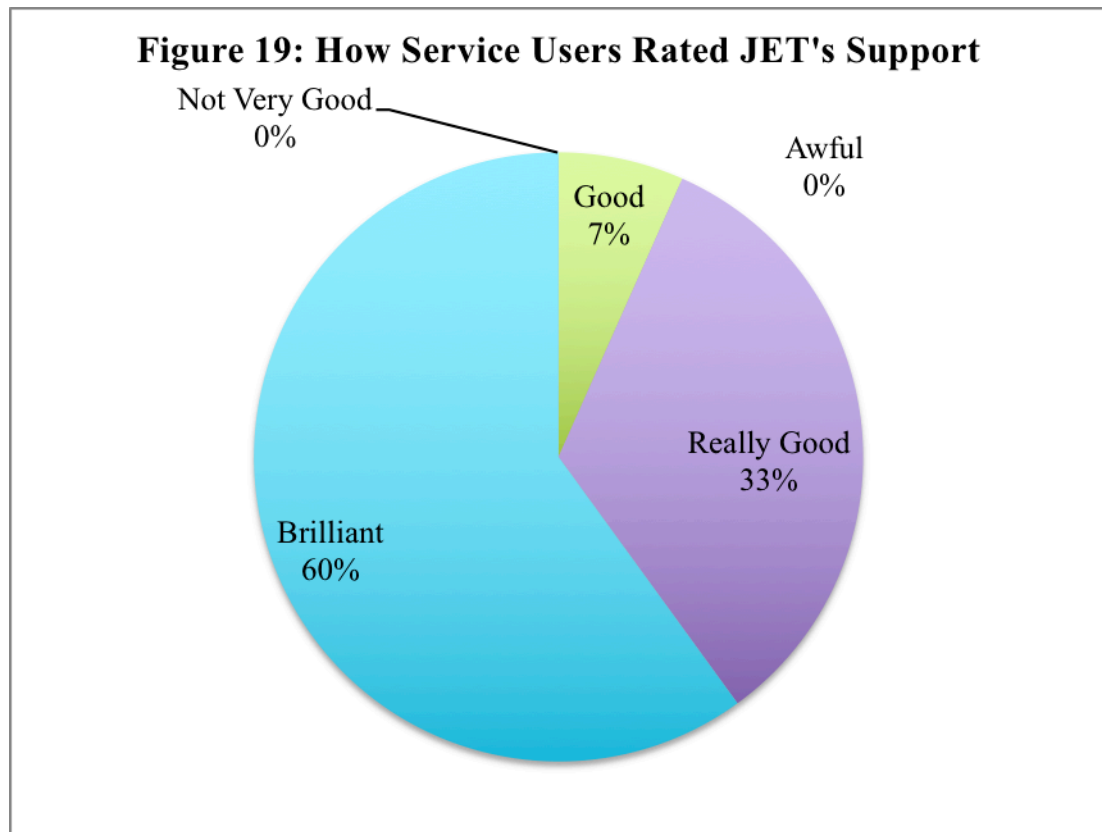
“Although the help they gave me was short and brief it was really good – much better than Social Security ever gave me.”

Although most service users rated the service support as ‘brilliant’ or ‘really good’ (93%), some service users complained about the amount of time it took them to actually receive support from JET. As Steve complained:

“I was getting really frustrated - I really wanted a job and it felt like it was going to go on forever. I had to hassle them to keep things moving.”

As Mark commented:

“I worked in an unpaid placement with Social Security, it was supposed to be for 5 or 6 weeks but went on for nearly 3 months!”



4) How satisfied are you with your job?

Figure 20 summarises the responses of the service users when we asked them to rate their satisfaction with their current job. It shows that 60% rated their job as ‘brilliant’ with 27% rating it as ‘really good’ and the remainder as good 13%. This suggests that the service users we interviewed are obtaining jobs that are suite their personal preferences and abilities. All those we interviewed said that getting a job had had a positive impact on their lives. Most reported ‘really loving their job’, and that it ‘made them feel ‘part of team’, with others citing ‘meeting customers’ and ‘working with co-workers as positives. One theme that arose was many service users reporting that the job had had positive impact on their health.

As Barry explained:

“I love my job – and all the staff love me to bits here and I like them a lot!”

Sue told us:

“It really sorted out my stress levels and the environment is good for my lungs. The routine is good for my MH, I was just lying in bed all day. Getting up in the morning is really good for me.”

And this from Steve:

“My mental health has improved. I have to be doing something or I’m off the wall getting anxious”

And from Claire:

“When I didn’t have a job, I was constantly stressed about not having any money.”

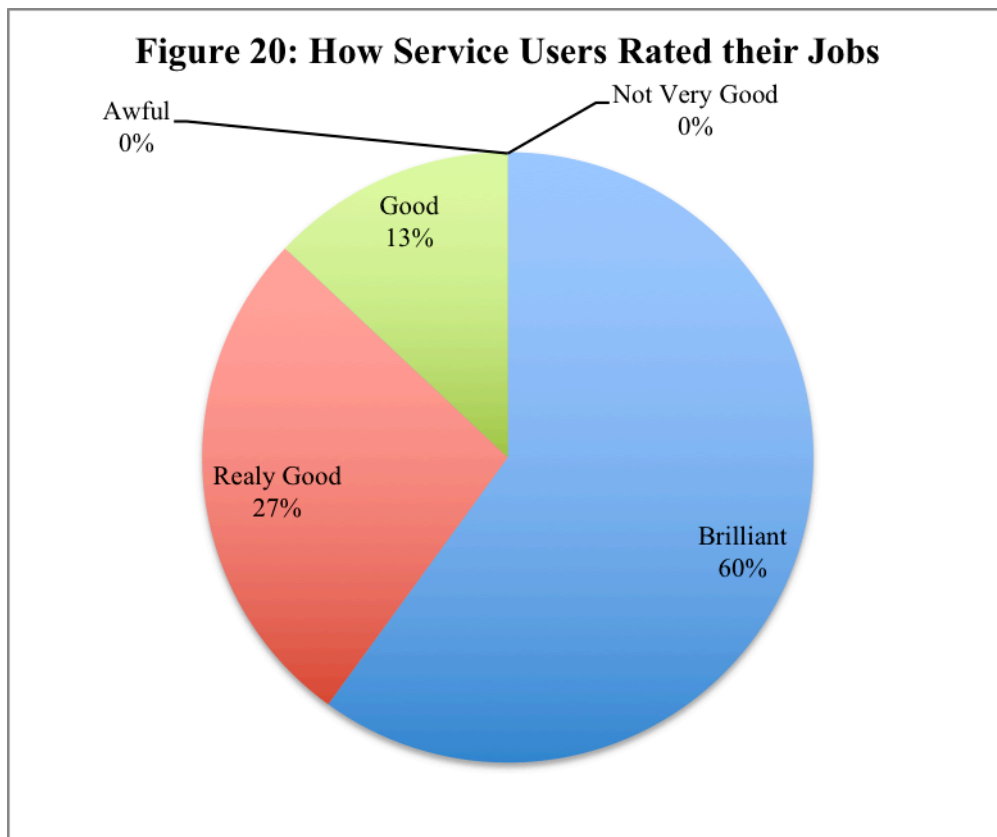
And Iain:

“I’m much happier than I used to be. I have something to get up for now!”

And Barbara; a 23 year-old working at a local IT security firm stated:

“It has made my mental health more manageable – lots of breathing space here and lots of support.”

Maybe unsurprisingly many employees identified “getting paid” as another major advantage of their jobs, citing “greater financial independence” and “having more expendable money to spend on what they wanted” as positive factors. Ironically, pay rates were also the biggest cause for complaint from the service users, most of whom were earning only the minimum wage rates for Jersey.



5) What are your plans for the future?

When we asked the service users to tell us their plans for the future many expressed a desire to develop their careers further.

As Barry stated:

“Doing what I’m doing. I really like working in restaurants. Maybe I could become head waiter and who knows maybe one day I’ll own my own restaurant!”

And Steve told us:

“I’ve got a 5 year plan. I’d like to transfer and go to reception”

And Sue reflected:

“I would like a job with a permanent contract. I would like to help my kids and grandkids with finances”

Others told us that having a job was going to enable them to have hopes, dreams and aspirations and that they could see themselves becoming more independent in the future suggesting they could perhaps ‘move into my own flat’ and ‘get a dog’ with 2 people stating they would like to start their ‘own business’.

As Claire stated:

“I love my job (Hotel Work) but my first love is gardening. The hotel has helped me open my own small part-time business I want to make my small business work!”

5) Employer Views of JET Services

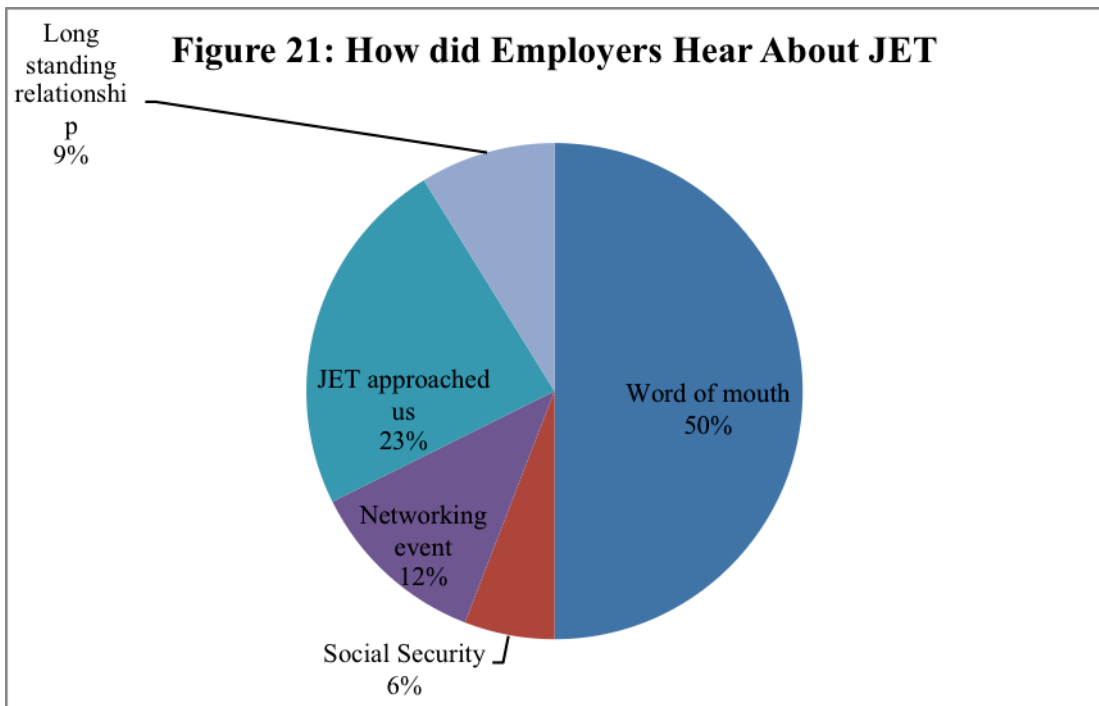
We canvassed employer views via a mixture of face-to-face interviews, online surveys (Survey Monkey) and telephone interviews obtaining a sample of 33 employer responses (see Section 1).

We wanted to know:

- 1) *How had they heard about JET;*
- 2) *The ways they had worked with JET;*
- 3) *How often they are contacted by JET;*
- 4) *Why they employed the service user;*
- 5) *If they are satisfied with the employee;*
- 6) *How satisfied they are with the service;*
- 7) *Whether employing the person had changed the workplace perceptions of the service users;*
- 8) *If they would use the JET service again;*
- 9) *If they would recommend the JET service to other employers.*

1) How had employers heard about JET?

Figure 21 shows that most employers in our sample told us that they had heard about JET via ‘word of mouth’ (50%), mostly from other employers and work colleagues including 4 work colleagues who had previously worked at JET, and 2 employers via the Trustees, and sometimes through their own social networks. This indicates that half the employers we connected with had initiated the first contact with JET.



The second highest proportion of employers stated that JET had directly approached them – these were mostly via telephone and email contacts followed by one-to-one meetings with the employer mostly at the job site (23%). This suggests JET has an effective and proactive marketing approach toward establishing one-to-one contact and job negotiation with these employers. Some employers told us they had heard about JET through presentations and events delivered by JET (12%).

Overall, the results show that JET is running an effective marketing campaign to employers. This is backed up by the numbers of jobs that JET have negotiated in previous years. Although ‘word of mouth’ implies that JET has a good reputation amongst employers past and present, it also implies that JET could potentially be more proactive at marketing to a wider pool of employers perhaps, as some staff suggest, via more creative and better use of IT and Social Media approaches. Three employers stressed this point to us, suggesting there may still be large numbers of employers unaware of the JET service. Typically, as one employer from the manufacturing sector told us:

“I actually didn’t know this service was available until I was told about it ... JET is a great example of all that is good, however they need to shout about it!”

Another employer who runs a framing and printing workshop told us:

“JET should promote their service more; most businesses simply don’t realize what a great service JET is.”

2) In what ways had employers worked with JET?

As Figure 22 shows, when we asked employers to tell us about the main ways in which they had worked with JET, over half stated that JET had helped them with their workforce recruitment (55%). Some employers (36%) stressed the mutual benefits of the partnership with JET. As one employer in the manufacturing and retail sector told us:

“It is very difficult to recruit. Our staff turnover rates are high, this helps us and JET too.”

An employer managing a local leisure center told us:

“We need the staff. Giving them opportunities helps people’s confidence. In the long-term we get great staff it’s a win-win!”

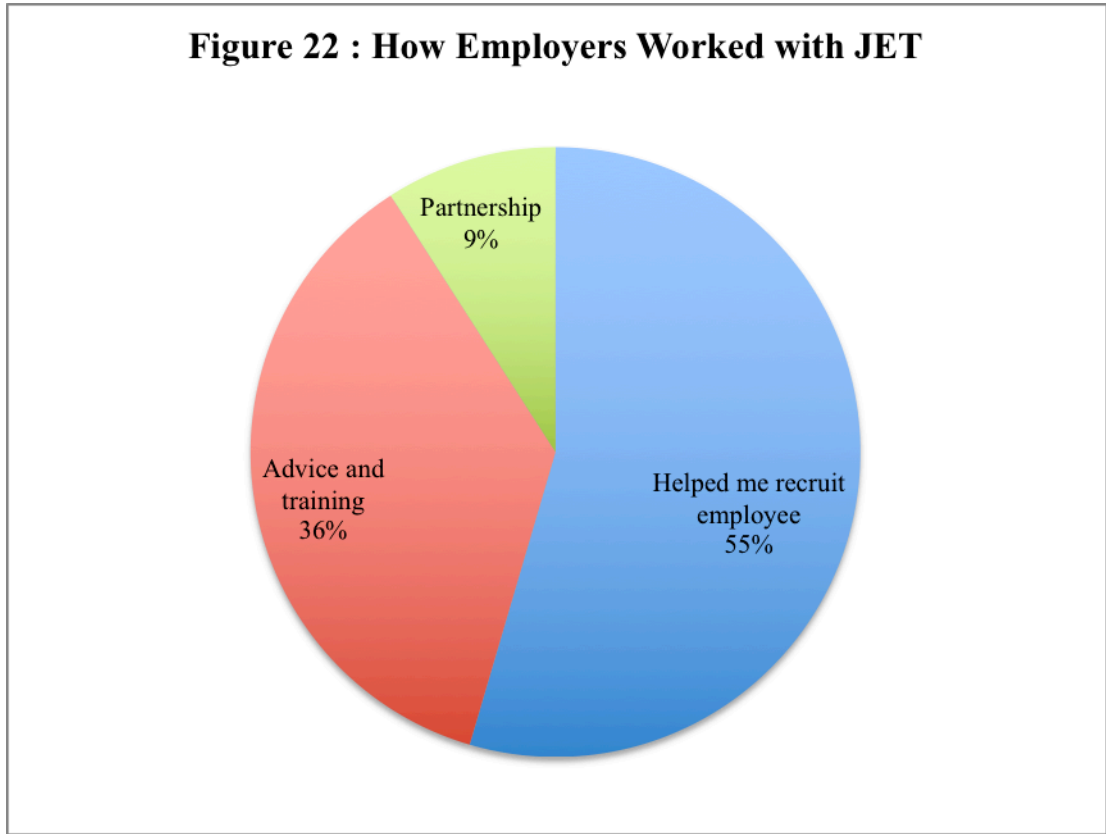
A local clothing retailer told us:

“I look at what my needs are then I call JET to see who they have available.”

Another employer from the manufacturing sector told us:

“It’s not just a one-way situation - they help us, and we help them and that benefits the person, me as an employer and the community at large.”

Figure 22 : How Employers Worked with JET



The partnership theme continued with employers citing the training, advice and guidance that JET provides with two employers referencing JET as a valuable source for expertise that could be drawn upon when needed. Many employers mentioned the training and support that JET had provided to their general workforce including autism awareness, support through mock interviews and of the employees in pre-work activities, such as volunteering and work experience. Three of the employers told us that the employee they had hired had started in pre-work activities as a volunteer or on work experience within their organisation and had then been hired on a permanent basis.

One large employer told us that with support from JET their business had made significant adaptations to the worksite to make it accessible to more people with physical disabilities and to be more disability friendly, which has had a direct and highly positive impact on their business. Seven of the employers stated that they now had a long-term working relationship with JET; as one employer who had recruited 8 employees from JET over a 6-year period told us:

“It’s a great service, just brilliant! I have one point of contact which I really appreciate. It’s about trust and transparency and it works both ways”.

Two employers we contacted told us that they had initiated contact with JET to support someone already employed in their business who was not a JET service user and had been highly impressed with both JET’s willingness to support him and his employee and the speed with which they offered that support. This clearly illustrates

that the JET service extended beyond supporting new employees, to those already in paid work who required specialist support to retain their jobs.

Overall, these results reinforce the notion that employers did not primarily work with JET from a sense of pity and/or charity, but from a business perspective. Beyond that they had experienced tangible benefits to the recruitment, efficiency and ultimately the profitability of their businesses and organisations. It is also clear that for many employers JET is definitely the first port of call when they have a vacancy to fill, with some employers telling us that even if JET didn't have anyone suitable they would be happy to wait until JET made a match for them.

3) How often did JET contact employers?

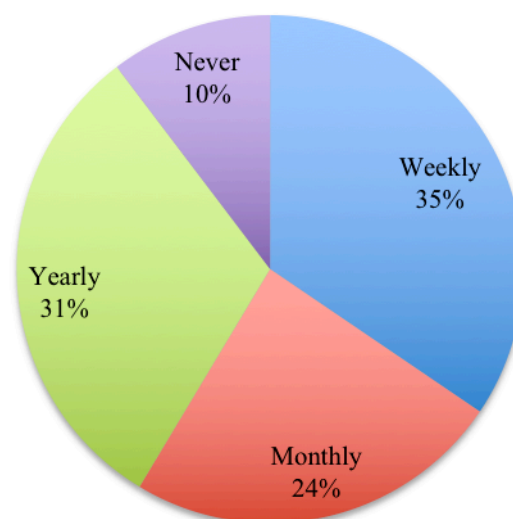
As Figure 23 shows, when we asked the employers how often JET contacted them, the majority stated on a 'weekly' or 'monthly' basis (59%). Weekly contact was often due to some employers not only hiring a person but also providing work-experience and voluntary placements within their business or organisation to other JET service users.

As one charity organisation told us:

"We knew he could do the job because he volunteered with us first of all. It was a natural progression to hire him once a paid job arose."

This shows that the partnership extended to the employer working with service users from both the Training and Development and Employment services and reinforces the very close working relationship between some employers and JET.

Figure 23: How Often did JET Contact the Employers?



In some instances, JET's support had helped the employer deal with 'teething' issues with the new employee and as such, had developed a relationship they felt was built upon trust and mutuality. Most employers we talked with appreciated JET's ongoing and graduated support.

"Initially support to him from JET was on a daily basis, but this reduced to a monthly basis and now they are still there but in the background."

Most of those contacted on yearly basis or never by JET told us that they tended to contact JET if they required support or input. Only one of the 33 employers told us that they felt JET should have more contact with them. As this employer from the tourist industry told us:

"Originally there was a high level of contact and liaison, understandably this tailed off as the employee settled in to the role. However, in recent months contact has diminished to almost zero and given that the employee concerned is leaving us for another role found by JET, I would have anticipated better contact through this process."

4) Why did they employ the service user?

When we asked the employers their main reason for hiring the service user only (10%) stated that their hiring of the person was due to staff turnover rates and reiterated the mutual benefits to all parties. The vast majority told us simply, "because they was the best person for the job" (69%).

As one employer who had hired someone to work with sensitive IT information told us:

"We were looking for an accurate individual to check important details with no error for margin. The candidate was best suited to the job having processed several other candidates."

However, this was also supported by a sense of social conscience and equality expressed by some employers, with 21% stating that they hired the person not only because they could do the job but also because they felt a sense of duty to help give vulnerable people opportunities to access paid employment. Some employers even told us that they had originally hired the person from a sense of duty but had been surprised and heartened to see the person excel in their jobs and contribute to the business or organisation in ways they hadn't originally envisaged.

As one employer from the financial sector told us:

"Because in spite of the fact that some of the people have some kind of disability or illness, they're skilled and everyone has a right to a chance. I feel partly responsible for people getting wings".

Similarly, an employer working on behalf of a local charity told us:

"I had a number of people on work experience from JET, so I thought it was time I recruited someone. As a charitable organisation ourselves whose main aim is to help others, it was a natural step for us"

These results are encouraging, reinforcing that even where JET employees had been hired from a sense of civic duty, they had surprised the employers and in some cases had surpassed what employers had originally thought would be possible for the person.

5) Are the employers satisfied with the employees hired through JET?

When we asked employers if they were satisfied with the employee they had hired through JET, all but 1, 96%, responded by saying 'yes'. The employers were particularly impressed with their employees' work ethic and emphasised that people were 'excelling' in their jobs.

Typically, as two employers stated:

"He's a super keen and conscientious worker, with impeccable manners and communication skills. He's one in a million – great work ethic a real grafter, we'd be lost without him"

"He is very conscientious. JET helped him find his niche otherwise he'd have fallen through the cracks and services"

Some of the employers we contacted described a sense of pride and investment in the employees' progress in work, an existential reward of putting something back into the community. Typically, as one employer working in the construction industry told us:

"We had two employees who have actually left to pursue other opportunities within the finance sector and further afield. they'd never have been where they are now if we hadn't given them a chance in the first place. We're immensely proud of all they've accomplished."

And another from a charity:

"She's come on leaps and bounds - we've tailored the role for her: she did do 4 hours a week now does 7 and now she can work 4 consecutive days"

Still another employer:

"I was very proud that one of our first JET clients seemed very shy at first and would only meet with myself and would sit in the same place every day and wait for me, after a week of my other colleagues chatting to him and making him feel welcome, he no longer waited for me as the colleagues adopted him as their own and he was truly a part of the team."

Some employers specifically praised JET's ability to be able to match the job seekers to jobs. This was important not only in ensuring the employer recruited someone who

could do the job, but also someone who wanted to do the job. As employers typically told us:

“JET are really great at matching people to employment situations and employers – we’re more than satisfied.”

And;

“JET did a great job of matching person to the job.”

Not all employment placements were successful: one employer expressed unhappiness that the person they hired had left after two weeks. In their own words:

“The general feeling that I have is, that the young employees are happier to work for 10 days get paid then take a few weeks off then look for another job.”

Another employer told us that although overall they were ‘very happy’ with the service users from JET, sometimes they had to be adaptable and take on extra responsibilities:

“Yes but.. JET employees sometimes have a melt down and that’s difficult to deal with and takes up a lot of time, but JET are always available to support both me, the employer as well as my JET employee.”

This suggests that even although things did not always go according to plan, employers were willing to go the extra mile and take on extra responsibilities in supporting the service users and persevere with the support of JET.

6) How satisfied are employers with the JET service?

As figure 24 shows, 80% employers we contacted stated they were ‘very happy’ with the JET Employment Service, with another 10% being ‘happy’. The feedback about the quality of the JET service was outstanding with employers describing it as ‘brilliant’ and ‘outstanding’. They praised the communication and working relationship they had established with JET as well as the commitment and expertise of the JET staff.

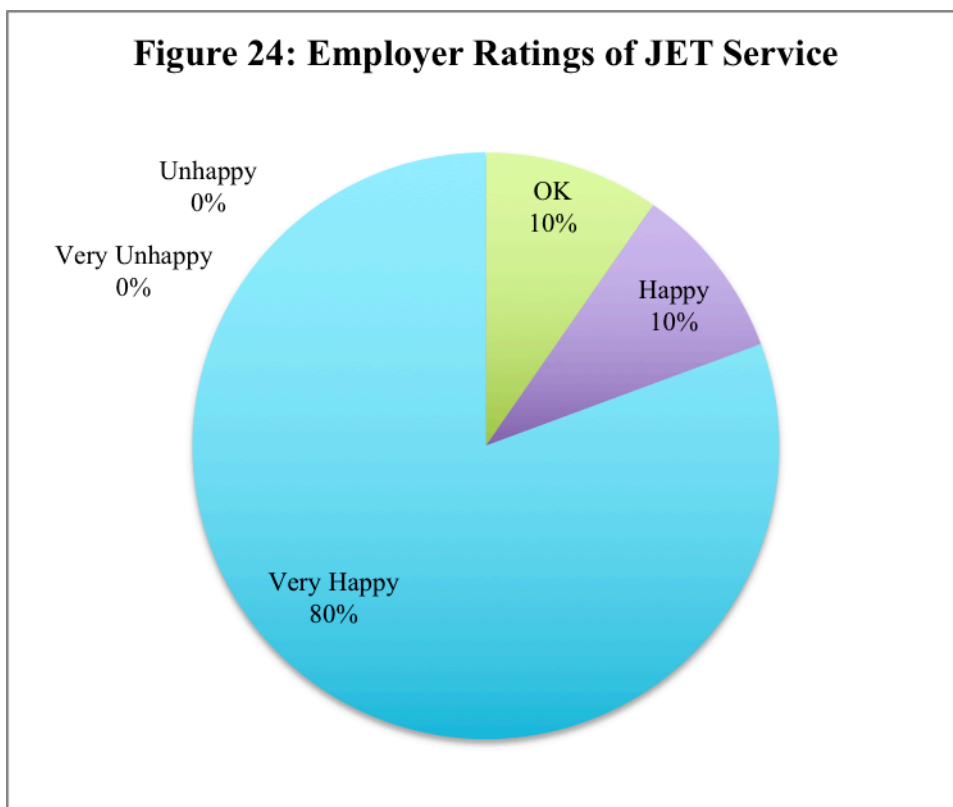
As three employers told us:

“Their communication and support have been absolutely brilliant! Always upfront about peoples’ potential”

“The support that has been given has been amazing – he’s learned new skills, things that he’d never done before. They’ve even helped with his family life too a real holistic package”

“We’ve had several placements over the last few years and some have gone very well and others have been more challenging. However, on the whole it has been a very positive experience for us”

Figure 24: Employer Ratings of JET Service



7) Has Employing the Person Changed the Workplace?

When we asked employers if employing the person had changed the workplace and perceptions of people with disabilities the vast majority (83%) said that it had improved the workplace and changed peoples’ attitudes for the better.

Employers told us:

“For the staff, it has made them aware of how important clear communication is and how the world is full of people with different skills and needs.”

“It’s a great way to open up the workplace for people who on the face of it may not appear to be able but with JETs support it can work really well. It certainly builds a better workplace for all.”

“It has proved to us that disability needn’t be an obstacle when selecting a placement.”

“Yes, I understand more about autism and the challenges people face and just how ill- prepared the community is to help.”

“JET developed the presentation ‘autism in the workplace’ with us. They’re absolutely spot on – if I pick up the phone they respond. I can’t fault them.”

“Yes definitely – Highlighted that there are lots of disabilities and the way to manage them is unique to each person. Find out what works for each person to bring out the best in them.”

“I believe that working with these clients has made colleagues more sensitive to different staff/customers needs due to the experiences that they have had with their JET colleagues.”

And in some instances, the JET employee was an inspiration to others:

“4 years ago he broke his back and was told he would never walk again he has proved everybody wrong.”

These findings show that the employers we contacted felt very strongly that there were other benefits to the workforce resulting from a greater understanding of the needs of certain service user groups and an increase in expectations by work colleagues, of what the service users can achieve in paid work given the appropriate opportunities and support.

8) Would the employer use JET again?

When we asked employers this question 100% (all 35 out of 35 respondents) stated that they would use the service again. Employers were enthusiastic in their commitment to use JET again telling us:

“Yes, definitely, definitely and it’s something we would continue to do if there were any other clients needing placement.”

“JET do a wonderful job, and everyone is very dedicated to the work they do. They seem to very much enjoy their work and have a great sense of achievement in what they do. It is inspiring to be a part of that.”

“Yes! Employing a client from JET educates employers and staff that individuals with a disability can still be very useful and popular employees.”

“JET is very prominent on Jersey - our relationship has really built with them in the last 5 years. If we have any positions we always look at JET – especially for IT and scanning jobs.”

9) Would Employers Recommend JET to Other Employers?

As with question 8, all 35 employers (100%) who responded to this question stated that they would definitely recommend JET to other employers.

“I would and have recommended JET to the different business units within the bank as we have a lot of back office positions that would suit a lot of the service users more than other customer facing roles.”

“The management and staff as a team are the most committed to supporting individuals I have ever had the honour to have worked with in my life, fantastic.”

6) JET Employment Service Costs

We conducted a financial costs: benefits analysis of JET's Employment Service to get an indication of the value for money of the service for the Jersey taxpayer.

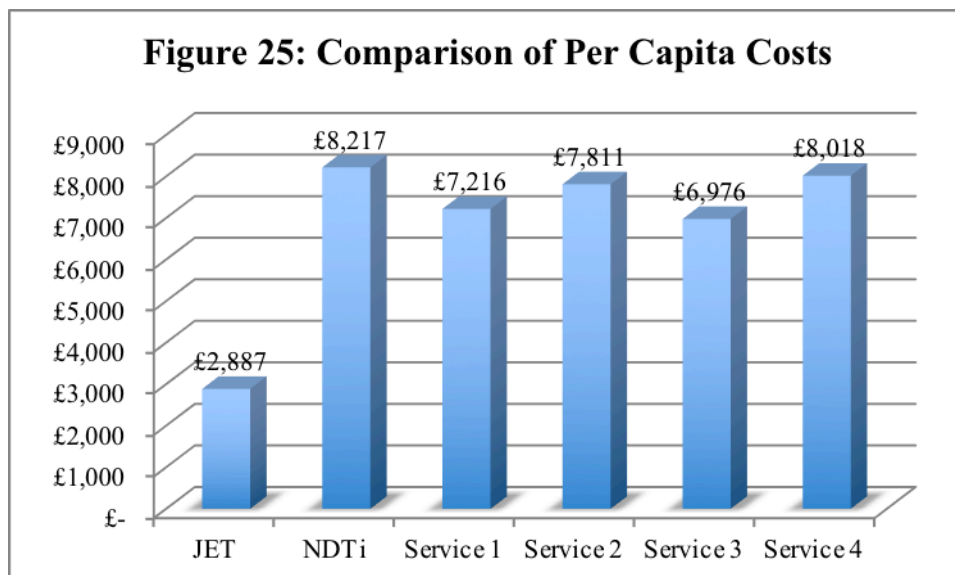
We wanted to know:

- a) *What are the per capita costs of the service to the taxpayer?*
- b) *What is the balance of costs to savings of the service for the Jersey taxpayer?*

Cost per person to taxpayers

We focused on the tax year from January to December 2017 as our window for estimating costs of the JET service. In that year the total operating costs of the employment service was £597,724. At that point in time 256 people were estimated to be in a paid job obtained through the JET service. This equates to a cost of £2,335 per person per annum (p.p. p.a.). If we take the figure for those being actively supported throughout the year (207), then the per person cost increases to £2,887 p.p. p.y. This is considerably lower than the costs of £5,395 per job outcome identified in the 2012 JET evaluation report, based on operational costs of £509,871. It is also in line with other research in supported employment showing that per person costs fall over time as more and more people enter paid work.

This can be directly compared with the NDTi National Costs Survey, which showed that, on average, per person costs for supported employment provision based on job outcome were £8,217 p.p. p.a. When we also compared these costs with our supported employment comparators, the results are: S1 = £7,216 p.p. p.a.: S2 = £7,811 p.p. p.a.: S3 = £6,976 p.p. p.a.: S4 = £8,018 p.p. p.a. (See Figure 25). This reflects the comparatively high numbers of people that JET are supporting into paid work See Figure 25).



Financial Costs: Benefits Calculations

We wanted to assess the net financial costs of providing JET services to the Jersey taxpayer. Here we compare the costs to the SoJ of delivering JET compared to the costs of not providing JET. We will discuss the calculation of each element in turn.³⁵

Costs of delivering JET

Cost of JET: In the case where JET is delivering jobs, we can use the total number of people supported in paid employment in 2017 (256 people). The costs involved in delivering JET to these people was £597,724.

Income Support: An additional cost to the SoJ for these 256 people was any Income Support payable to them while they were in paid work. We do not have access to the actual rates of Income Support people received and these will vary considerably depending on their household composition, as well as their health, and housing situation. We can, however, make some assumptions about people's average situation that can provide us with some estimates of the costs and savings involved in the JET operation.

We assume that all JET workers are eligible for Income Support. Income Support is a multi-component benefit³⁶ and we have assumed that: people live in single person households; receive an adult payment component; a basic bedsit housing payment; an impairment component at the medium point (i.e. Personal Care Level 2); and with no mobility, clinical visits, or any other additional costs. The payments associated with these components are shown in Section 1. The total amount payable, before any earned income is taken into account, is £396.35 per worker per week.

Benefits (savings) of delivering JET

Tax and Pension payments: Workers in paid employment pay tax and contributions towards their pensions, and these payments are income for the Jersey taxpayer. Tax and pension contributions payable are dependent on level of income and we do not have the detailed salary statistics for the JET workers. However, a lowest estimate can be derived by assuming all JET workers earned the Minimum Wage³⁷ for adults (£7.18 per hour, £8,961 p.a.). Pension contributions are paid at 6%³⁸ yielding £538 p.a. Employees do not pay tax until they earn over a threshold of £14,550 p.a. (tax is not paid on Income Support). After this level, people will pay tax at 20% on all their income, or a marginal tax rate of 26% on income over the tax threshold, whichever is the lower. JET workers earning Minimum Wage for 24 hours p.w. will not reach the £14,550 and they would not pay tax.

A second assumption we explore is that JET workers earn the average wage for the sector they are working in. Using the JET job sector distributions presented earlier, and published sector average pay rates³⁹, we can calculate a weighted average salary across all sectors of £621 p.w. As this is for 37 hours per week, we can adjust this salary for the JET worker average of 24 hours per week (£403 p.w., £20,943 p.a.). (See Section 1 for more details). Under this Weighted Sector Mean Wage assumption,

³⁵ Full list of assumptions used in calculation in Methods Section 1.

³⁶ Income Support Rates:

³⁷ Minimum Wage: <https://www.gov.je/Working/EmploymentRelations/Pages/MinimumWage.aspx>

³⁸ Pension contributions: <https://www.gov.je/Working/Contributions/Payments/Pages/EmployedPeople.aspx#anchor-0>

³⁹ States of Jersey (2017) Index of Average Earnings, P 7.

<https://www.gov.je/Government/Pages/StatesReports.aspx?ReportID=3079>

the JET workers reach the threshold and would pay tax at a marginal rate of 26% on income above the tax threshold (tax payable =£1,665 p.a.).

Goods & Services Tax (GST): People spend their income and this itself can generate further financial flow-backs to the Jersey taxpayer, notably through payment of GST. The more income people have, earned or through welfare benefit, some will be spent on eligible goods and services that attract GST. Clearly what people spend their income on is unknown, but for the purposes of this analysis, we can assume that all income is spent on GST eligible goods and services. GST is charged at 5%.⁴⁰ Average GST paid under Minimum Wage assumption would be £1,115 p.a. and under Weighted Sector Mean Wages assumption £1,146 p.a. for each person.

Costs associated with not delivering JET

If JET was not being delivered there would be no service cost. There may be costs of providing an alternative day activity, but we are unable to estimate this without information on what people were doing prior to getting a job through JET, and what those costs were.

Income Support: The remaining cost when people are not employed are those of the Income Support people receive. Without any earned income there are no reductions in Income Support. Under our Income Support assumptions people with receive £396 p.w. (£20,599 p.a.).

Benefits (savings) associated with not delivering JET

Goods & Services Tax (GST): No tax is paid on Income Support and so the only financial flow-back to the Jersey taxpayer will be from GST paid from spending Income Support (£1030 p.a.). Table 7 shows a basic cost:benefit framework for comparing these costs.

Financial Costs: Benefits outcomes

Table 6 summarises the financial cost and benefits for JET associated with an assumption that people receive Minimum Wage. It shows that, even without costing an alternative day service savings, JET costs £5,008 less per person per year than being unemployed and receiving Income Support only.

Table 8 summarises the same analysis for JET using an assumption that people receive Weighted Sector Mean Wage. It shows that, JET costs £16,418 less per person per year than being unemployed and receiving Income Support only.

These estimates of net cost are very dependent of the assumptions we are using: the basis for calculating paid income; the components of Income Support that are applicable and at what rates; and associated figures for tax and GST. Our assumption of earnings at Minimum Wages is a conservative one, which will not apply for people having different disabilities, nor will it be true for people working in different sectors. However, there still appear to be significant savings for the Jersey taxpayer in supporting people to be employed, even if they are working at Minimum Wage, rather than leaving people on full Income Support. The analysis also shows that if we can secure good jobs on higher wage rates, the reduction in costs to Jersey will be higher.

⁴⁰ GST: <https://www.gov.je/TaxesMoney/GST/Businesses/Introduction/Pages/WhatTaxed.aspx>

This is in the context of not being able to estimate costs (and savings) from reduced use of alternative services into the JET analysis.

Table 7: The basic costs and benefits of JET, compared to not delivering JET- Assuming workers paid at Minimum Wage

Costs **with** JET service (assuming Minimum Wage)

Costs to Taxpayer	£	Benefit to Taxpayer	£
JET funding	£597,724		
In-work Income Support to JET workers (N=256)	£3,552,840	Tax/Pension paid on earned income	£137,635
		Goods & Services Tax (GST)	£285,456
Total cost (Net of Benefits)	£3,727,472	Cost per person (Net of Benefits)	£14,560

Costs **without** JET service

Costs to Taxpayer	£	Benefit to Taxpayer	£
Alternative day activity	£0 (Unknown)		
Unemployed Income Support to JET workers (N=256)	£5,273,282.56	Tax/Pension paid on earned income	£0
		Goods & Services Tax (GST)	£263,664
Total cost (Net of Benefits)	£5,009,618	Cost per person (Net of Benefits)	£19,569
Net of Cost of JET compared to unemployment	-£1,282,146	Net cost per person of JET compared to unemployment	-£5,008

Table 8: The basic costs and benefits of JET, compared to not delivering JET- Assuming workers paid at Weighted Sector Mean Wage

Costs **with** JET service (assuming Minimum Wage)

Costs to Taxpayer	£	Benefit to Taxpayer	£
JET funding	£597,724		
In-work Income Support to JET workers (N=256)	£1,250,324	Tax/Pension paid on earned income	£748,014
		Goods & Services Tax (GST)	£293,313

Total cost (Net of Benefits)	£806,721	Cost per person (Net of Benefits)	£3,151
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Costs **without** JET service

Costs to Taxpayer	£	Benefit to Taxpayer	£
Alternative day activity	£0 (Unknown)		
Unemployed Income Support to JET workers (N=256)	£5,273,282.56	Tax/Pension paid on earned income	£0
		Goods & Services Tax (GST)	£263,664
Total cost (Net of Benefits)	£5,009,618	Cost per person (Net of Benefits)	£19,569
Net of Cost of JET compared to unemployment	-£4,202,897	Net cost per person of JET compared to unemployment	-£16,418

7) Conclusions, Performance Ratings and Recommendations

The results demonstrate that the JET has performed outstandingly well against the key objective of increasing the numbers of people accessing and keeping employment through the service over a sustained period of time. The employment services are delivered in adherence to many aspects of the place-train-maintain approach to Supported Employment, representing ‘best practice’ approaches to delivering Supported Employment services. This has led to a coherency in the roles and activities undertaken by the staff underpinned by procedures and activities involving employer engagement, vocational profiling, high amounts of one-on-one support in the workplace, and the application of Training in Systematic Instruction techniques.

The number of people gaining and keeping jobs through the service is impressive offering value for money relative to other supported services when the staff ratios are considered. The notable numbers occurred despite the high proportion of jobs re-starting due to the disproportionately high amount of temporary work contracts. This shows that the service has successfully set up efficient follow-up procedures to support large numbers of employees to regain employment once the job contracts expire. A significant number of employees are now working independently (follow-up services aside), signifying an established supported employment agency, undertaking effective fading techniques to free up finite resources to support increasing numbers of people in employment over time.

The service has also successfully engaged a large number of local employers, developing mutual partnerships, evidenced by the large number of employers engaged by JET and the willingness of many employers to offer JET service users new vacancies as they arise. It is also clear that JET have managed to secure jobs in every job sector defined by the State, providing the service users with a choice of employment options based on the full range of jobs that exist on the island. However, the challenge remains for the service to increase the representation of service users in

the ‘financial sector’. The observed increase in the diversity of the service users may help with this challenge, creating a broader range of job applicants from more diverse backgrounds with a wider array of talents.

Results show that the vast majority of jobs took place in typical open employment locations resulting in high levels of social inclusion and integration into paid work and providing a ready-made pool of non-disabled co-workers as role models and peer supporters for the service users. The service has also secured a relatively high proportion of full-time jobs with the result that they are more typical of the hours worked by non-disabled workers and has avoided the over use of zero-hour contracts for their service users.

In line with another central aim, the service has managed to significantly increase the diversity of the service users it supports into work over the period and is now working with a wide range of service users, requiring a diversity of support requirements. Notably, there was a steady increase in people categorised as having a learning disability, physical disability, mental health problems, autism and people with long-term health conditions. However, women are still under-represented, an imbalance the service needs to address. This may require challenging dominant cultural assumptions about the suitability of employment for women with learning and other disabilities. It may also require an examination of the profile of jobs found to see if enough emphasis is being placed on finding jobs that are attractive to women.

The results also indicate that the services are employing early intervention procedures to encourage young vulnerable people to enter paid work at an early age through the Transitions service and there is also evidence to show that the Acorn and employment services are acting as a pathways for individual career progression for the service users, with people moving to different jobs over time, which is another indication of effective follow-up procedures.

The JET is meeting many of the aims and objectives set out in the previous 2 Business Plans for employment outcomes. This includes:

- ✓ *That there is coherency between the roles of Employment staff and the activities and services that are delivered;*
- ✓ *That the pattern of activities delivered within the JET Employment Service reflect best practice approaches as specified in the Place-Train-Maintain approach to Supported Employment;*
- ✓ *That the service increases the number of service users accessing paid employment through the service;*
- ✓ *That the employment opportunities accessed by the service users reflect employment patterns for Jersey as whole including job sectors, hours worked and types of employment contract;*
- ✓ *To increase the representation of people with a mental health condition entering paid employment;*

- ✓ *To increase the representation of people with autism entering paid employment;*
- ✓ *To increase the representation of people with long-term health conditions entering paid employment;*
- ✓ *That the paid employment opportunities take place in inclusive work environments typical of those for non-disabled workers;*
- ✓ *To facilitate and maximise opportunities for career development and support people to sustain work;*
- ✓ *That the service user group is more reflective of the demographics of the local population than was previously the case;*
- ✓ *That the service represents value for money for the Jersey taxpayer.*

The findings from service user interviews demonstrate that that JET has played a significant role in enabling the service users to obtain paid work and that many felt they would still be unemployed without JETs assistance. Despite some concerns, the findings indicate that the JET have played a crucial role in these service users obtaining their current jobs and that the quality of the support they received was outstanding and highly valued by the service users.

The findings also endorse earlier findings that many service users are using the JET services as a stepping-stone towards and into paid employment and also reinforces earlier conclusions showing that the service is providing effective follow up procedures to ensure that many of those falling out of work are being supported to quickly regain employment. The service users we interviewed are obtaining jobs that suite their personal preferences and abilities and JET's intervention has had a very positive impact on their lives in terms of their personal happiness, financial independence, and in some cases on their mental and physical wellbeing. These outcomes suggest that the service has successfully achieved the following criteria:

- ✓ *That JET becomes a service of choice for many individuals requiring support to access and keep paid jobs;*
- ✓ *That the service plays a significant role in assisting service users to access and keep paid work;*
- ✓ *That the support provided by the service is highly rated by the service users who are accessing work;*
- ✓ *That the service users are obtaining jobs that suit their interests and abilities;*
- ✓ *That the service has a positive effect on the quality of the lives and well-being of the service users accessing work.*

Overall the results demonstrate that the employers we contacted hold the JET service in very high esteem. They highly valued the support that JET have provided to them

and perceived the relationship as one of partnership for the mutual benefit of the employer, JET and the service users. For many employers JET is also the service of choice, although there are indications that JET can reach out to employers who are unaware of the service to expand their employer network even further.

Employers identified many tangible benefits of working with JET, such as fulfilling recruitment needs and increasing accessibility; as well as less tangible ones that accompany changes in the way that disabled people are perceived by their work colleagues, having a greater understanding among employers of the needs of different groups and the advantages of having a more diverse workforce. The employers also identified the existential rewards of knowing that they are contributing to society and a sense of pride that goes with providing the opportunity and support to enable the person to succeed. These outcomes suggest that the service has successfully achieved the following criteria:

- ✓ *To assist employers and people in job recruitment and retention situations;*
- ✓ *To develop an effective engagement strategy for employers;*
- ✓ *To increase the number of employers JET works with;*
- ✓ *Employers who have experienced JET's service will come to them prior to considering going to advertising a vacancy;*
- ✓ *The service will be the service of choice for many people with a disability or long-term health condition who require additional support;*
- ✓ *That employers are contacted through a variety of means;*
- ✓ *That service has developed partnerships with local employers that are ongoing and mutually beneficial to both the service users and employers;*
- ✓ *That the level of contact and support provided by the service meets the needs of the employer;*
- ✓ *That employers are very satisfied with the service from JET;*
- ✓ *That the JET service has become the 'service of choice' for many employers;*
- ✓ *That employing a service user has a positive impact on the views of co-workers of people with disabilities.*

The cost per person to the States of Jersey of providing JET appear to be very competitive when they are compared to other employment services we have data for. We have noted that it is unlikely that JET workers will be working on Minimum Wage and also that they will be working on mean wages for their employment sector. The data suggests that even at Minimum Wage it will cost the SoJ over £5,000 less per person, per year than being unemployed and receiving Income Support only even without costing an alternative day service savings. They also suggest that, at wage rates higher than Minimum Wages, the reductions in taxpayer costs will be even more

substantial. The driver for this situation is a progressive approach to Income Support, which is payable to those eligible when they enter paid employment. The availability of marginal tax rates ensure that people are better off in paid work and this must play a role in the large numbers recruited into employment. These outcomes suggest that the service has successfully achieved the following criteria:

- ✓ *That the service represents value for money for the Jersey Taxpayer*

Recommendations

1. *That the service develops a clear set of operational procedures for staff regarding their responsibilities for contacting and negotiating with employers, maybe through developing and updating the Employer Database and ensuring its distribution to all those involved in contacting employers in JET;*
2. *That JET explores the potential for developing supported internships, supported apprenticeships, supported entrepreneurships' and 'self-employment' to increase further the opportunities and options available to the service users;*
3. *That JET makes it a policy not to seek jobs with zero-hour contracts for the service users unless specifically requested;*
4. *That JET continues to focus on early intervention strategies to enable more young service users to make the transition from education into work at an early age;*
5. *That the service looks to broaden its marketing strategy to develop ways to make more employers aware of the JET service;*
6. *That the service should continue to focus on increasing the proportion of permanent to temporary jobs;*
7. *That the service should focus on enabling a higher proportion of women to access paid work;*
8. *That the service should identify ways of reducing the administrative burden placed on staff in order to enable them to spend more time on actively delivering employment;*
9. *That the service continues to recognise the importance of efficient job matching procedures to reduce even further the number of jobs deemed 'unsuitable by the service users';*
10. *That the service places an additional emphasis identifying and matching the talents of the service users against the skills required undertaking work in the 'financial sector';*
11. *That the service does not look to increase the number of people employed through JET and working at the Acorn site;*

12. *That the service develops a clear position with regard to expanding the service to include other groups such as first-time care leavers, single parent families and young and repeat offenders;*
13. *That the service continues to recognise the value of jobs with higher pay, and in sectors with higher rates of pay, to both the person and to the Jersey Taxpayer, and seek the best paid jobs possible in line with client wishes;*
14. *That the service continues, within client preferences, to seek jobs that offer larger number of hours of work as these make workers better off and are efficient for the taxpayer;*
15. *That the service collects information on previous use of alternative SoJ services prior to registering with JET to assist in more accurately evaluating wider savings to the States of Jersey from people entering paid work;*
16. *That JET recognises that working with people without disabilities, but who may have other problems in entering the labour market, is likely change the financial net cost of the service. This is due to potential differences in eligibility for Income Support components and a potential for reduced welfare benefit cost savings through employment;*
17. *That the service explores collecting information on employer financial and business costs: benefits to underpin the business case for them employing people who are further from the Jersey labour market with JET's support.*

Section 3:

JET Training and Development Services Outcomes

This section describes the outcomes observed for the T& D services and incorporates activities delivered through the Acorn Businesses and those occurring through the Volunteering, Work Experience, Projects and Courses service strands.

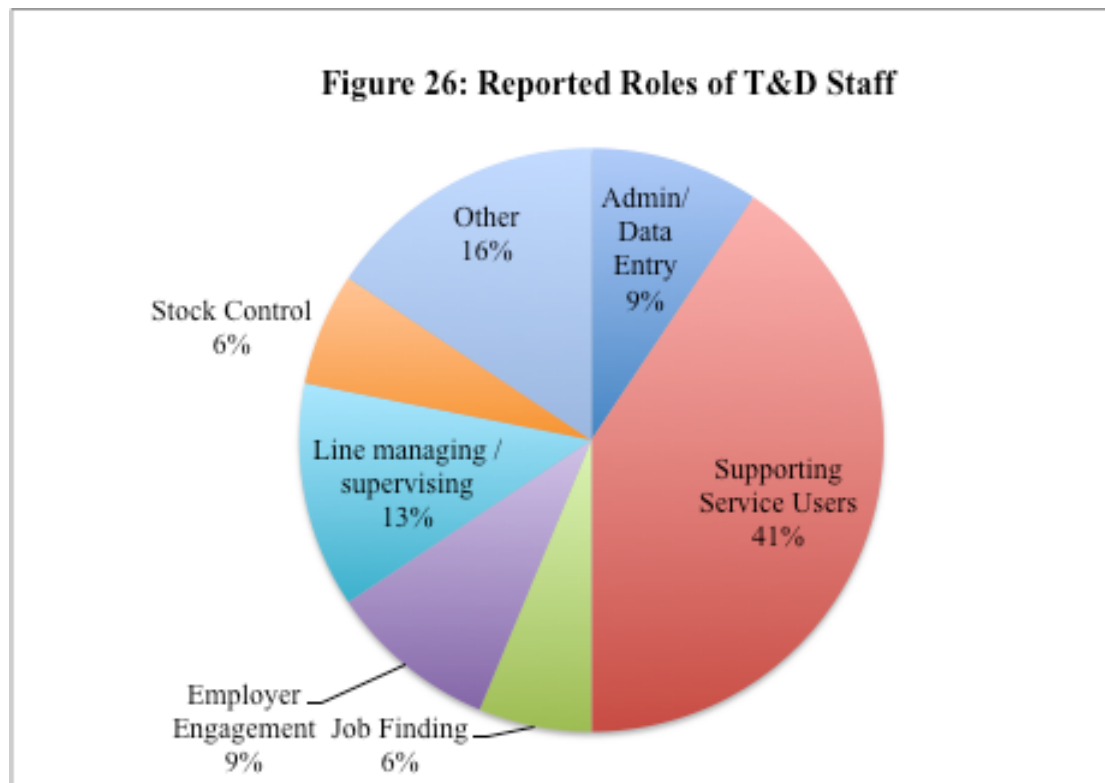
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1) T&D Staff Roles and Activities

As of December 2017, JET's T&D services employed 24 staff. Twelve staff were employed in the pre work training and development component of the service which comprised of: 1 senior manager, 1 manager team leader, 1 senior coordinator, 6 coordinators, and 3 practical support workers. The staff roles and responsibilities of the training and development team were spread across the Volunteering, Work Experience, Courses and Projects activity strands. The business component comprised of staff allocated to each of the Acorn businesses: Woodshack had 4 staff including: 1 manager, 1 coordinator, and 2 practical support staff; Acorn Nursery including: 1 manager/team leader and 2 practical support workers; and Acorn Re-use, with 2 managers and 2 practical support workers. The business component also hired a retail manager to support the sale of goods to the public.

T&D Staff Roles

Figure 26 shows the roles as reported by the T&D staff. As with staff interviewed in the Employment Service, it shows that they viewed 'hands-on-support' as their main role (41%), suggesting that staff placed a premium on this aspect of their work, with many of those we interviewed describing this as the most rewarding aspect of their jobs.



Unsurprisingly, 'managing projects' and 'supervising staff' was also high on the T&D schedule (13%), reflecting the high proportion of senior staff in our T&D staff sample. The 6% of staff reporting 'stock control' reflects the retail arm of the service within the Acorn businesses. The 'Other' roles category (16%) reflects the diversity of roles and responsibilities of the staff across the service areas, including teaching Makaton, delivering the 'Small Woods' Project and the production of wood kindling via The Woodshack service.

T&D Staff Activities

Figure 27 shows the activities that staff reported undertaking. As with the employment service T&D staff reported ‘directly supporting service users’ (24%) as a main activity. When we questioned staff specifically as to whether they worked one-to-one with people, 92% reported that they did, suggesting they had sufficient opportunity within the service schedule to fulfil this role. As with the Employment Service staff, T&D employees reported that they spent much of their time undertaking administrative duties (both 24%) and they reinforced the notion that this aspect of the service had become over-burdensome since undertaking the Social Security (actively seeking work) contract and took staff away from their main roles of supporting the service users. The role of ‘engaging employers’ was reported by 9% mainly by staff working in the Volunteering and Work Experience strands of the T&D service.

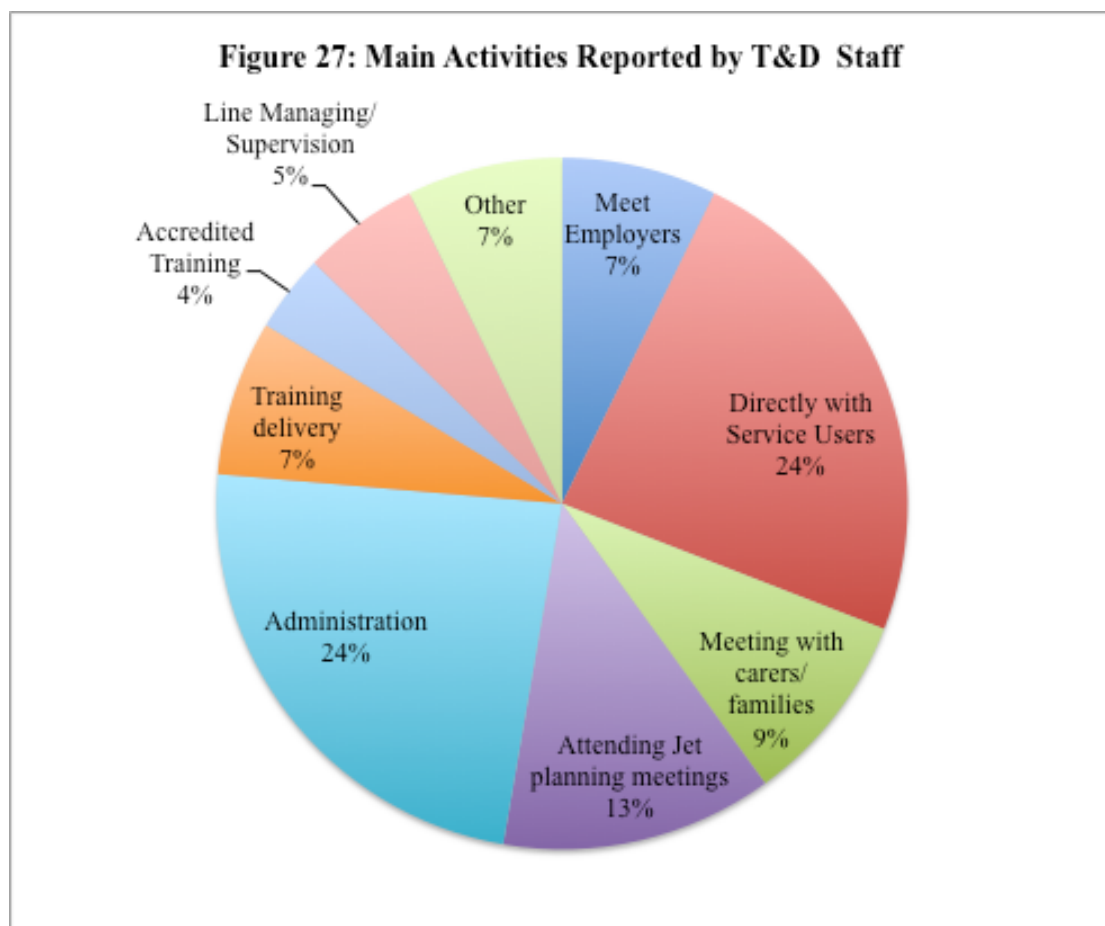


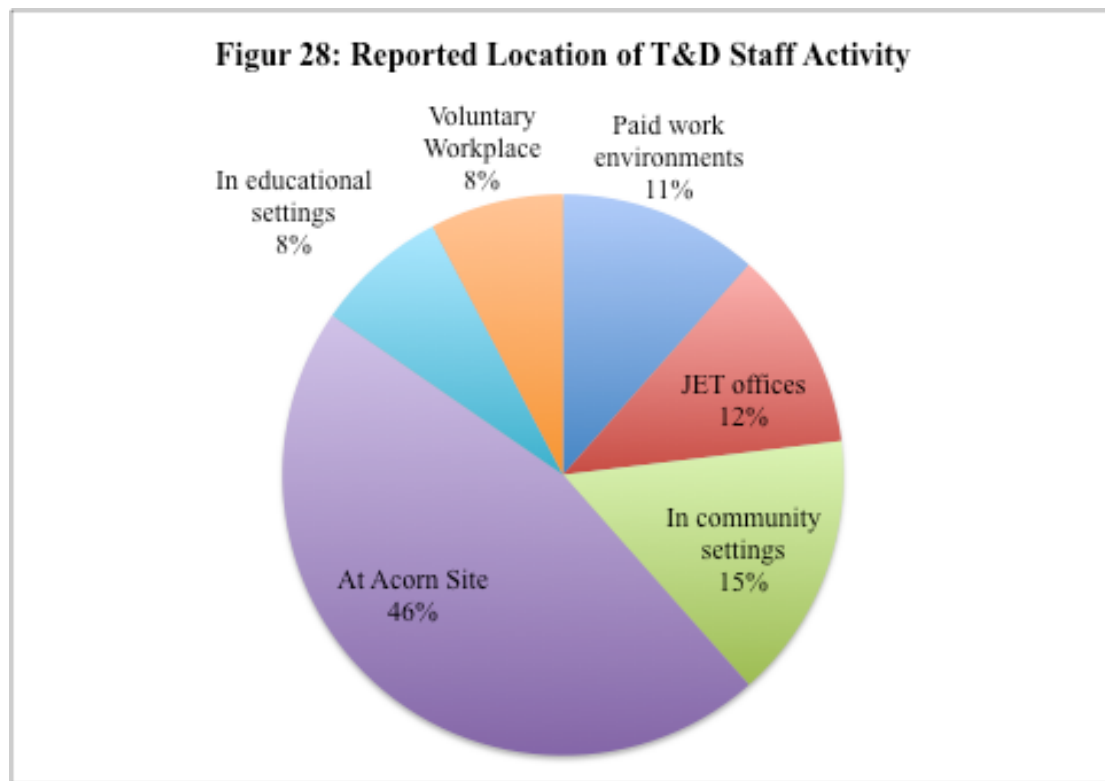
Figure 27 also shows that staff reported spending a proportion of their time at JET planning meetings (13%), again reflecting the balance of senior staff. ‘Delivering training’ to service users and other staff was also reported by many as a key activity, this included the ‘pre-employment’, ‘small tools’, ‘induction and transition’, ‘personal awareness’, and ‘communication skills’ courses. When we asked staff specific questions relating to the type of support they provided 46% reported undertaking vocational profiling and all reported having undertaken the Training in Systematic Instruction course (mostly through JET) with 61% saying they had used it in their jobs. This shows there is coherency and consistency in the way that one-on-one support is being delivered for service users across the Employment and T&D services

and that both are utilising ‘best practice’ approaches in delivering vocational support to the service users.

Figure 27 also shows that some staff reported actively meeting with parents and carers (9%), usually with regard to younger service users, indicating an emphasis on supporting and engaging them in transition planning. This also included tours of the services facilities for families. Some staff reported being involved in ‘employer engagement’, with 7% identifying this as a main activity. These staff tended to be those delivering the Work Experience and Volunteering activity strands, with staff reporting working jointly with the JET employment service team in approaching and negotiating with the employers.

Location of T&D Staff Activities

Figure 28 shows the location of the activities provided by the T&D services as reported by the staff we interviewed. It shows that the highest reported location was the Trinity Acorn site with 46% of T&D staff citing this as their main working location.



However, Figure 28 also shows that over half the activities reported took place in locations away from the Acorn site. Fifteen percent reported undertaking activities in community-based locations, these were often through the Volunteering and Work Experience strands (8%), but also included some of the Projects activities including locations in local churches, community centres and conservation trusts.

Just over 1 in 10 of the staff reported paid work environments as their main location. Again, this was mainly reported by staff delivering the Work Experience and Volunteering service activities where it is important that the activities are as realistic an experience of paid work as possible. The fact that 8% of staff reported to be

working in educational settings is also encouraging; it suggests an active link between education and the transition of service users into JETs vocationally oriented services.

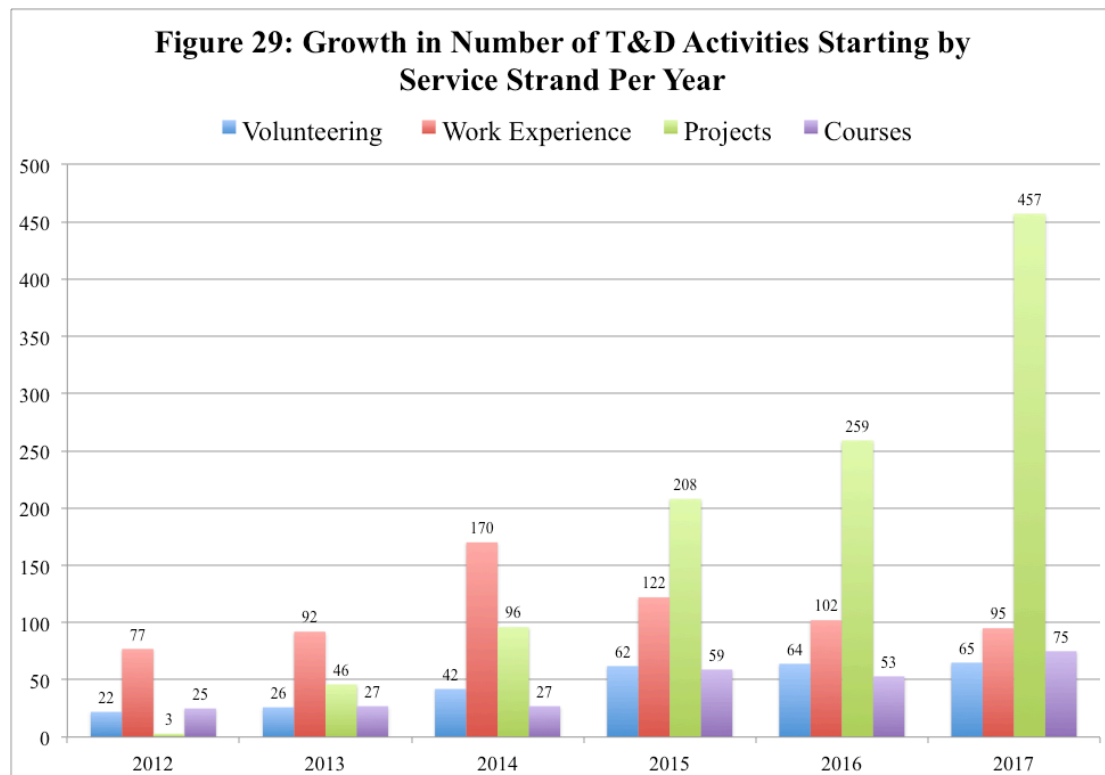
Overall these results suggest that staff had a coherent approach to delivering the service with a clear set of service objectives. Unlike many traditional day services in the UK, many staff operated outside of the main centre buildings, creating the potential for the service users to experience a range of activities in different locations.

2) Overall – Training and Development Services Outcomes

Number of Activities Starting by Service Strand

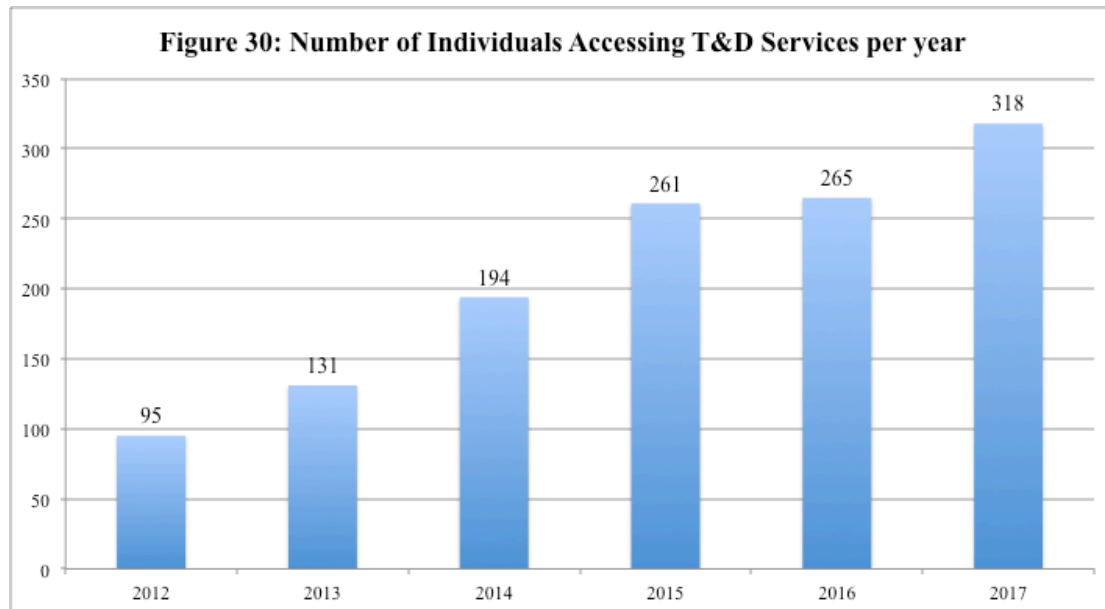
The CRM database allowed us to identify the number of activities starting via the 4 service strands of Volunteering, Work Experience, Projects and Courses from 2012 to 2017. Figure 29 represents the number of activities that started over the period for each year for the 4 service strands. It shows that there was a consistent yearly increase in activities delivered from 127 in 2012, to 692 in 2017, representing an impressive increase of over 400% over the five-year period.

Figure 29 also shows that the amount of activities increased for all 4 service strands from the 2012 baseline. Volunteer activities increased from 22 to 65; Work Experience from 77 to 95; Courses from 25 to 75 and perhaps most notably, the emergence of Project activities over the period, from 3 in 2012 to 457 in 2017. These results clearly illustrate the success that the service has had in increasing the amount of opportunities that are available to its service users and in developing capacity for its delivery across the 4 service strands.



Overall - Number of T&D Services Users

Figure 30 shows the actual number of individuals accessing the T&D services for each year from 2012 to 2017. It shows there was a steady growth in the numbers of service users accessing the service from 95 individuals in 2012 to 318 during 2017. This demonstrates that the increase in the number of activities starting over the period are accompanied by increases in the number of individuals actively engaging with the services. It also shows that the T&D services have become a significant contributor for the delivery of day service activities for a large number of people on the island.



Overall - Age of T&D Service Users

The average age of the service users accessing JET's T&D services from 2012 to 2017 was 38 years of age (range = 17 to 67 years) and they were generally older than those engaged in paid work where the average age was 35. As Figure 31 shows the service users engaged in Projects and Volunteering activities were generally older than their counterparts involved in Work Experience and Courses (42 and 41 years compared to 36 and 35 years), almost certainly the result of the different needs of the groups accessing each activity strand.

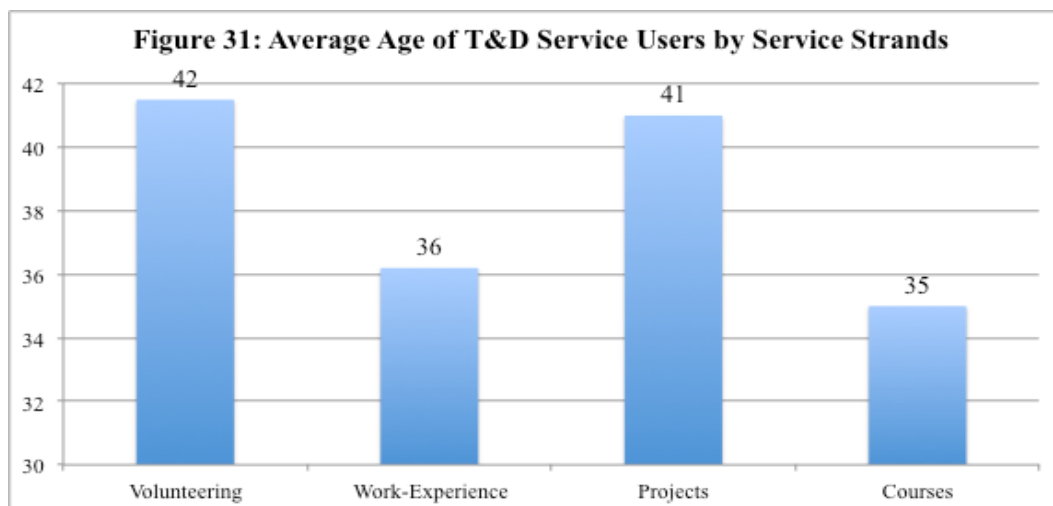
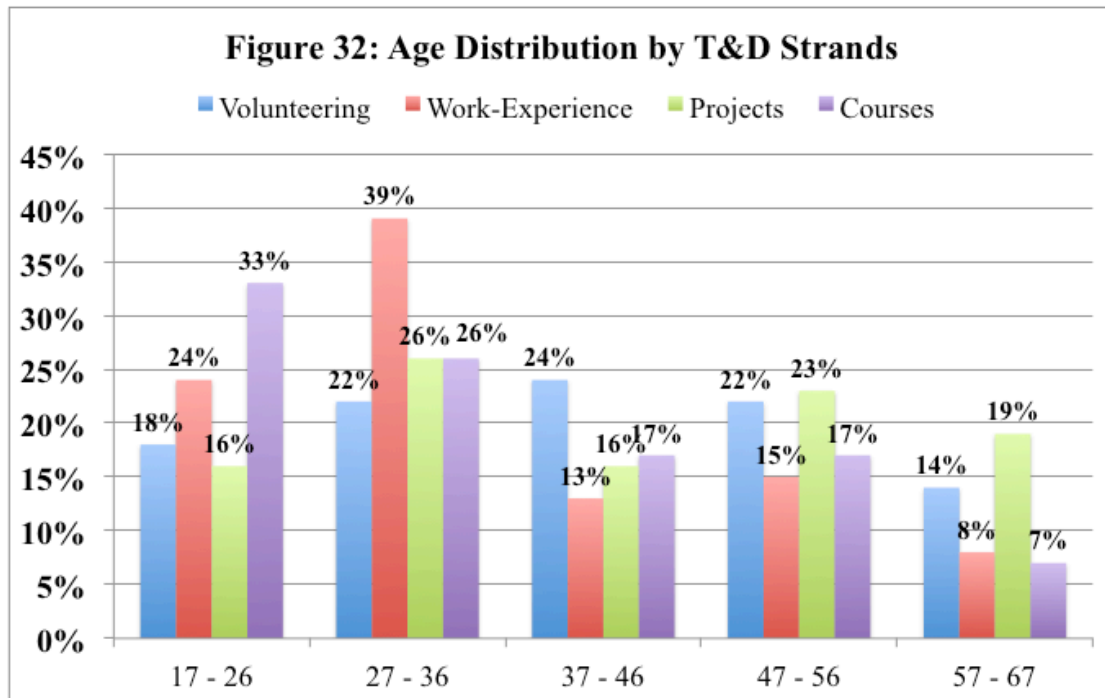


Figure 32 shows the age distribution of those undertaking T&D services over the 6-year period for each service strand. Perhaps unsurprisingly, Work Experience and Courses had the highest proportions of people aged 17 to 26 (33% and 39% respectively), while Projects and Voluntary Work had the highest proportions of those aged between 47 and 56 (22% and 23% respectively) and those aged between 57 to 67 years (14% and 19% respectively).



These age differences reflect the differing needs of service users, with Projects engaging more people with higher support needs and a greater emphasis on activities for their therapeutic occupational value. Similarly, those engaging in Volunteering activities often do so as a means of personal fulfillment and connecting with others, rather than as a means to progressing their employment careers. This contrasts with those engaging in Work Experience and Courses activities where there is an emphasis on pre-vocational training and the immersive experience of undertaking work activities in open employment locations to maximize progression into open paid employment.

Overall - Gender of T&D Service Users

Interestingly, unlike the service users in paid employment where there was an overrepresentation of men (63%), the majority of individuals engaging in T&D activities were women (52%). Table 9 shows that the majority of those involved in Voluntary and Projects activities were women (55% and 59% respectively), while the majority of those undertaking Work Experience and Courses activities were men (56% and 52% respectively). This female bias, which is greatest in Projects, may have a positive effect in redressing the overrepresentation of men accessing paid employment through JET, but only if sufficient numbers of service users progress into work from these 2 service strands.

Table 9: Gender of Service users by Service Strand

	Male	Female
Voluntary	45%	55%
Work-Experience	56%	44%
Projects	41%	59%
Courses	52%	48%

Overall - Type of Disabilities of T&D Service Users

Figure 33 shows the proportion of individuals according to their type of disability starting with JET’s T&D services from 2012 to 2017. It shows that the highest proportion had a learning disability (34%), but that nearly 3 in 10 of those accessing the service had a mental health condition (29%) with a significant number having autism or a physical disability (both =12%). A smaller proportion had a long term health condition (7%), with the remainder split between individuals with a brain injury (4%) or a sensory impairment (2%).

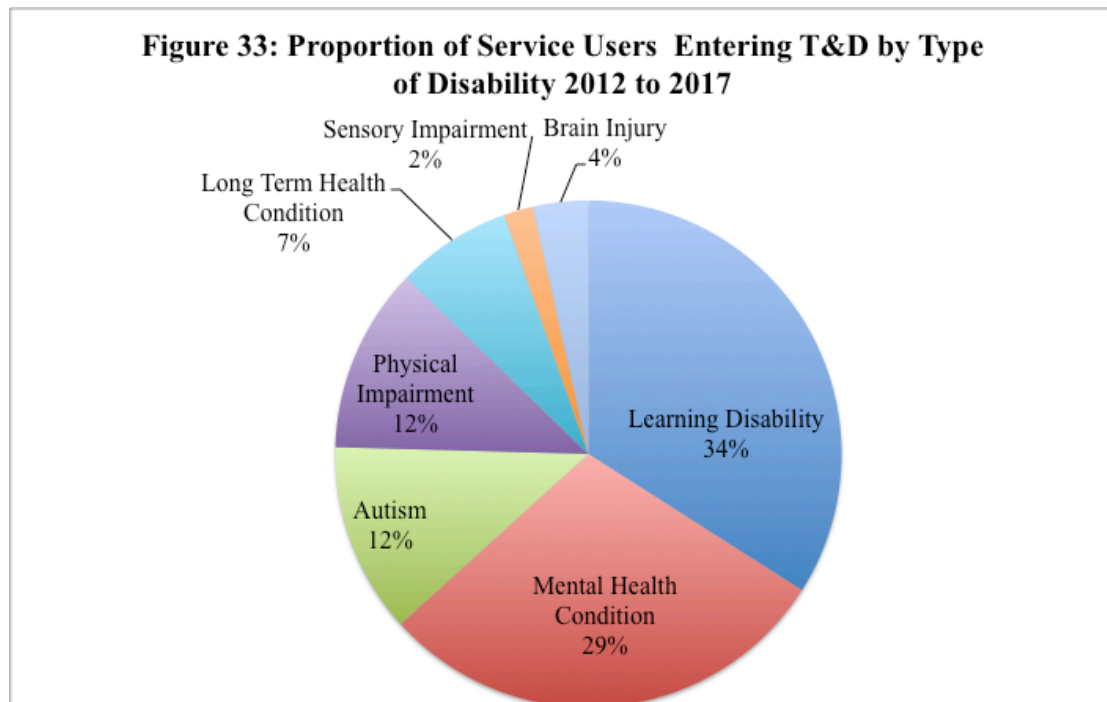
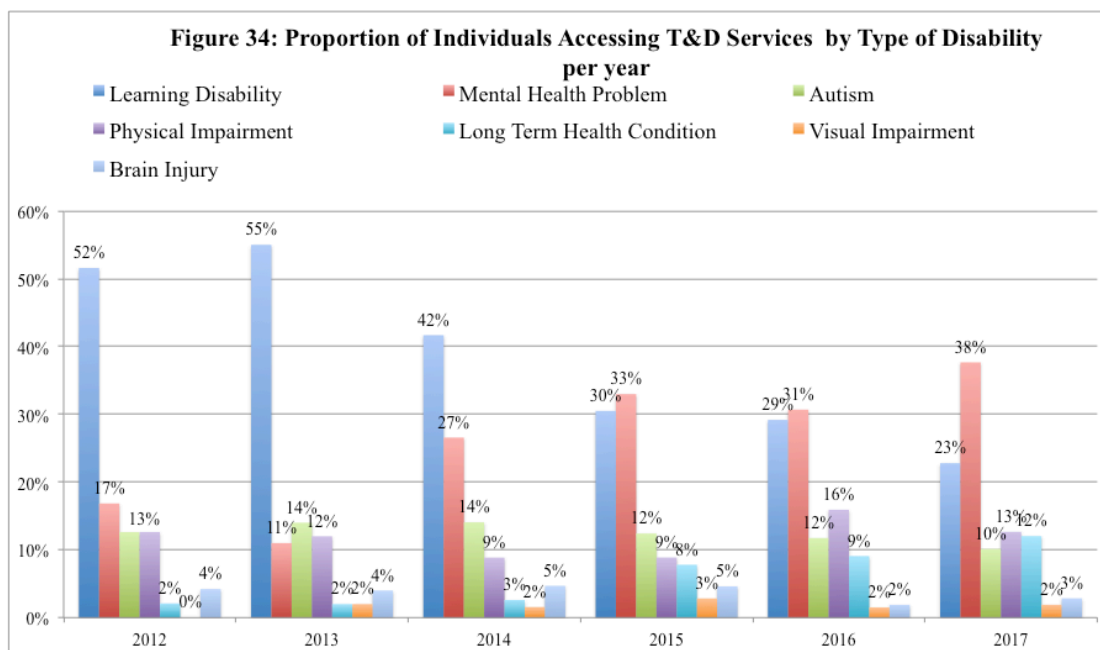


Figure 34 shows the numbers of people accessing the T&D services according to their type of disability for each year. It shows that in 2012 over half of those entering the service had a learning disability (52%), but that from 2015 to 2017, the numbers of people with mental health conditions outweighed the number of individuals with learning disabilities (38% verses 23%) and there was also a consistent representation of service users with physical disabilities (13%) and those with long term health conditions (12%) with 10% of service users having autism.



As with findings from the employment service, these results demonstrate that the substantial increases observed in numbers accessing JET’s T&D services was accompanied by a wider diversity of service users. It also demonstrates that the service has successfully fulfilled three key objectives: Those of increasing the numbers and diversity of service users over a sustained period of time and also that it is now the ‘service of choice’ for many vulnerable people living on the island.

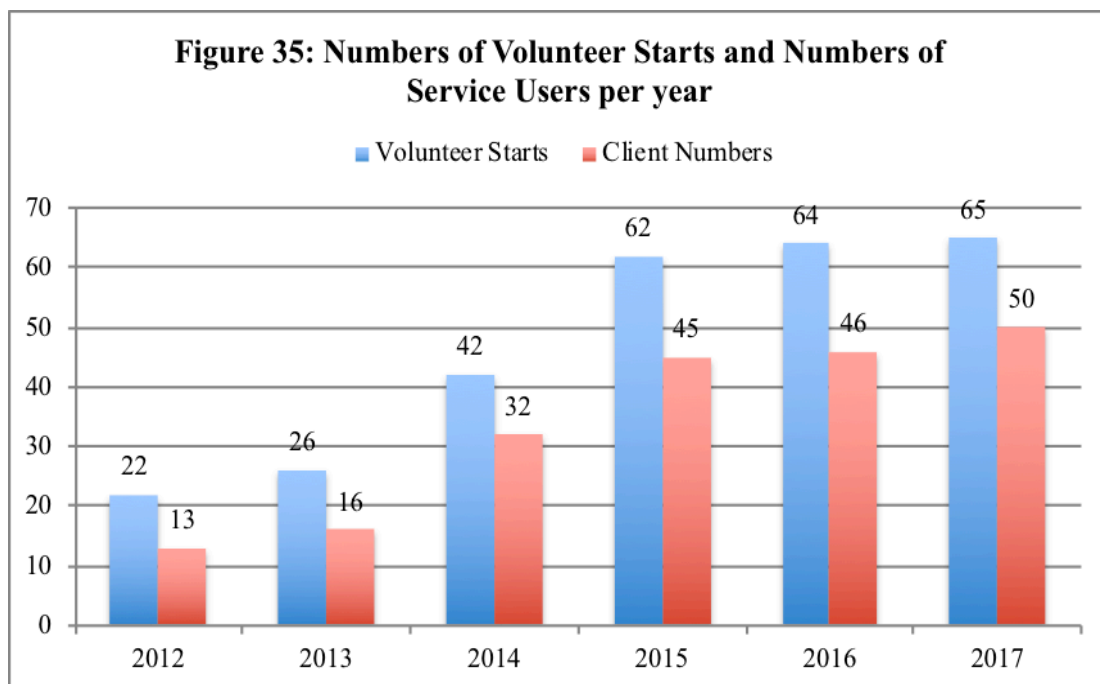
3) Volunteering Outcomes

The CRM database showed that 281 volunteer placements occurred through the service for 160 individuals between 2012 and 2017 with the majority being women (52%). All of the voluntary work was part-time, averaging 4 hours and 45 minutes per week. This group had the highest average age (42 years) of the 4 service strands. Many of the volunteers we interviewed told us that their volunteering work provided them with a way of connecting with people and gave them a sense of pride as a “contributor” to society. One person recovering from a mental health breakdown who was volunteering in the Acorn Nursery told us that volunteering had “acted as a therapy towards recovery” and that now she was “nearly ready to go back into paid work again”.

Numbers Volunteering

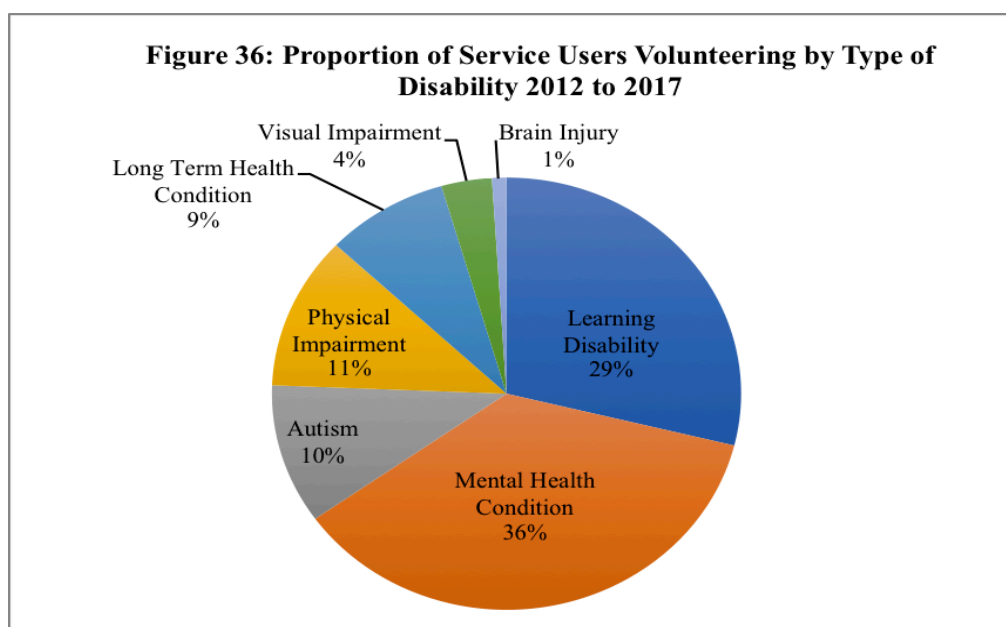
Prior to 2012, very few volunteer placements were made through JET. Figure 35 shows the number of volunteering sessions that started, along with the actual numbers of individuals volunteering in each year from 2012 to 2017. It shows there was a steady increase in volunteering activities from 22 to 65 volunteering placements started over the period and that growth is accompanied by an increase in the actual number of service users engaging; from 13 people in 2013, to 50 people in 2017.⁴¹ This demonstrates that JET have successfully set up and established Volunteering as an ongoing option for user engagement.

⁴¹ These are higher than the overall numbers because the same individual can access the service in different years.

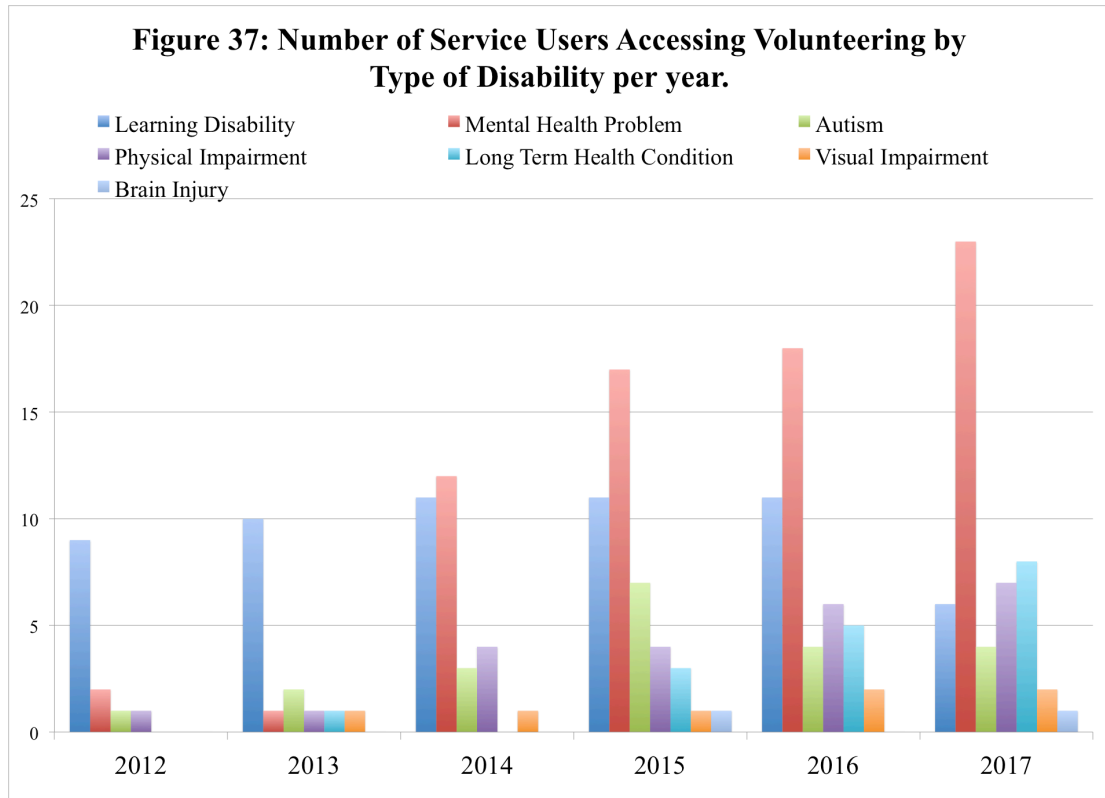


Volunteering - Type of Disability

Figure 36 shows the proportion of individuals entering volunteering by their primary disability from 2012 to 2017. It shows that the highest proportion of service users in this area had a mental health condition (36%), which is in line with earlier findings reflecting JET’s strategy to target this user group. However, in this service area, the proportion of people with mental health conditions outweighed those of people with learning disabilities (29%). This may be due to volunteering offering a rehabilitation route for some people recovering from a mental health condition, providing them with opportunities to re-engage with community activities without the pressures and demands of paid work. As with earlier findings, people with physical disabilities and those with autism are also well represented (11% and 10% respectively), while almost 1 in 10 volunteers had a long term health condition (9%).



The growth in the diversity of groups in the volunteering service is more clearly illustrated in Figure 37 which shows the growth and distribution of disability groups between 2012 and 2017. Most notably it illustrates the rapid growth in the number of service users with mental health conditions and the emergence of a significant number of people with long term health conditions volunteering from 2015 onwards.



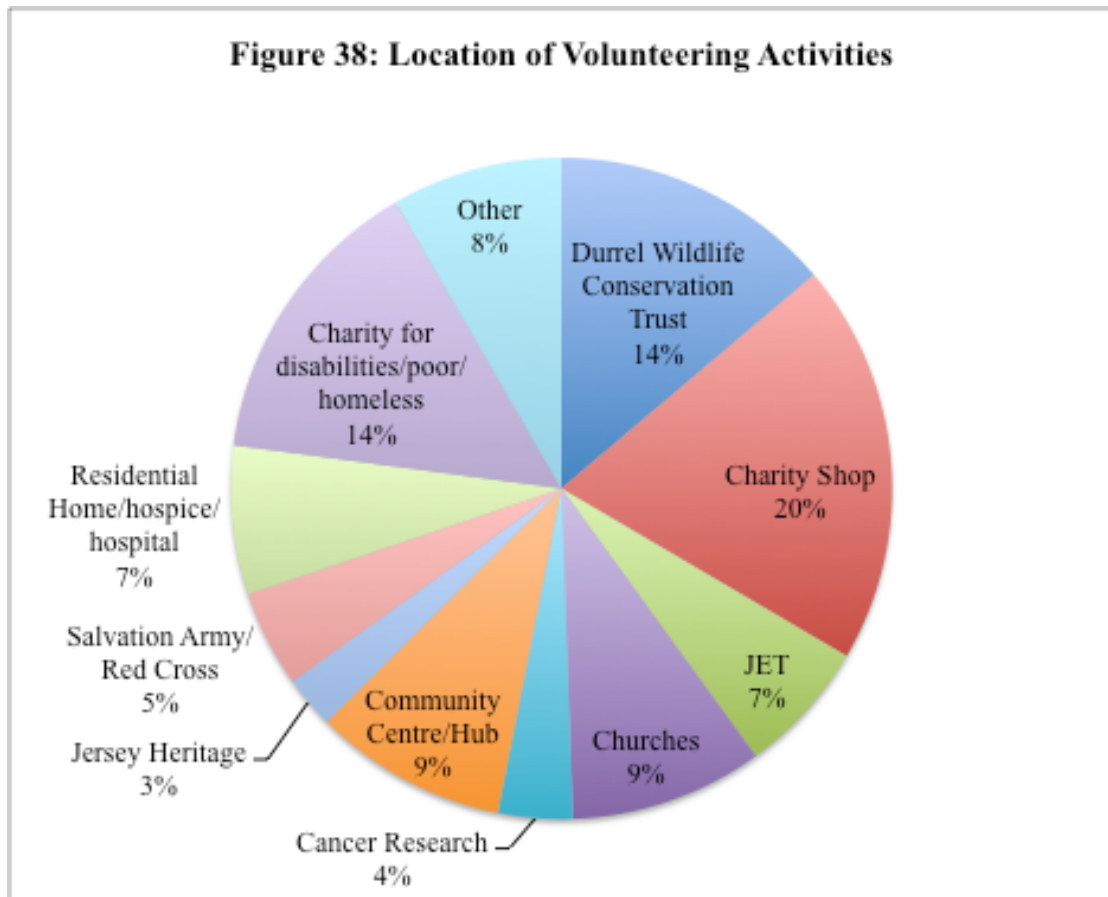
These results mirror those found overall for the T&D services, showing an increase in the numbers of service users volunteering, accompanied by a greater diversity in the type of disabilities of those engaging.

Location of Volunteering

Figure 38 is based on the number of placements starting over the period from 2012 to 2017. It shows that volunteering took place in a variety of locations, with the highest proportion, nearly 1 in 5 (19%), taking place in charity shops including MIND, Oxfam as well as the Durrell and Cry Charity shops. The Durrell Wildlife Conservation Trust accounted for 13% of placements with a significant number also taking place within disability charities, such as the Jersey Alzheimer's Association, Autism Jersey and Cheshire Homes a charity working on behalf of people with physical disabilities. Volunteering locations also included Parish churches (9%) and Community Centers (also 9%). Other locations (8%) included libraries, the League Of Friends, Cancer Research, the British Red Cross and the All Saints Toddler Group.

These results show that the service has developed partnerships with a wide variety of local organisations to secure a range of volunteering options. Only 6% of volunteering took place in JET buildings, demonstrating that the volunteering is taking place in

community locations outside of the JET Trinity and Highlands locations and reflect places where volunteering typically happens.



4) Work Experience Outcomes

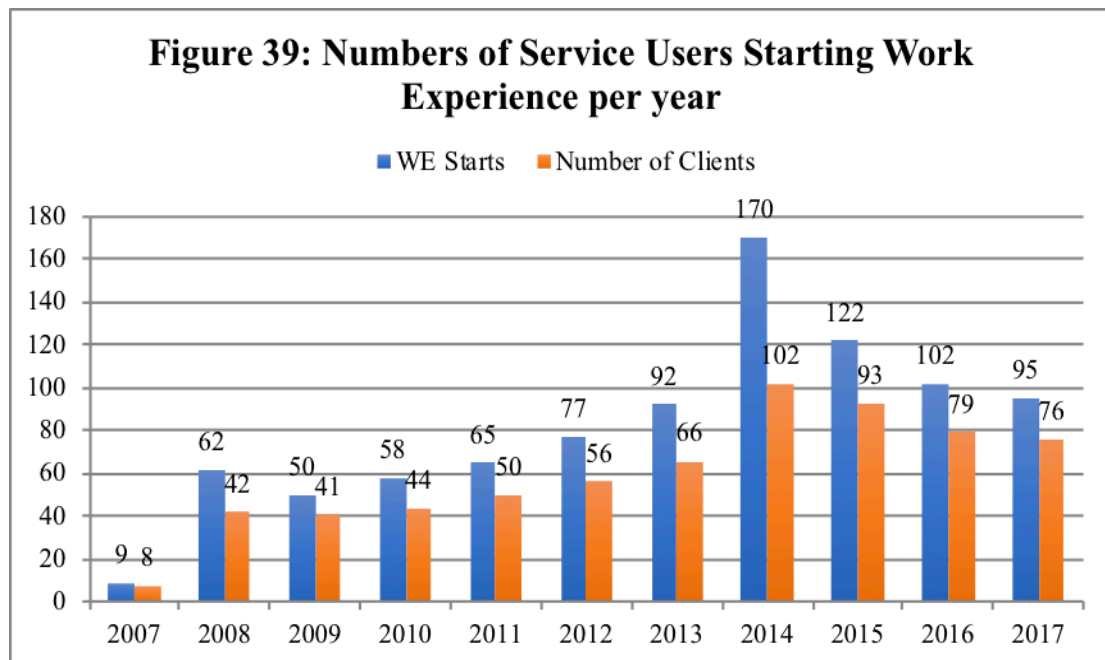
The CRM database showed that 658 work experience activities took place between 2012 and 2017 across 310 individuals. The majority (56%) being males with an average age of 36 years. All of those we interviewed who were undertaking Work Experience told us that they were looking to develop their CV's and try out different jobs to gain experience and skills in order to get a paid job. This suggests that for many Work Experience functions as a 'job taster' enabling the service users to make more informed decisions about their future career choices.

The average hours worked by the service users was 15 hours per week. Perhaps unsurprisingly this is less than the average number of hours worked for people in paid work (23hrs), but significantly more than those undertaking Volunteering and Projects (4.75 and 2.5 hours respectively). This suggests that the hours worked during Work Experience were more typical of paid work, than those of Volunteering and Projects maybe reflecting a greater intent from these service users to convert their unpaid work-experience into paid jobs.

Numbers Accessing Work Experience

Figure 39 shows the number of work experience placements that started for each year from 2007 to 2017 and the actual numbers of users engaged for each year. It shows

that in 2007, 9 work experience placements were made for 8 individuals. This was followed by a steady growth in activities and numbers peaking during 2014 with 170 placements started for 102 individuals. This peak may have been due to an increase in referrals from more diverse groups. Following 2014, the number of placements then reduces year on year and in 2017 the number of people accessing the service had reduced to 95 starts for 76 individuals. However, these results show that since 2007, the service has evolved and established work experience as an ongoing service option for a significant number of service users.



Work Experience - Type of Disability

Figure 40 shows the distribution of the primary disabilities of those accessing work experience activities from 2012 to 2017. It shows that the highest proportion had a learning disability (30%), with 1 in 4 people (25%) having a mental health condition. People with autism and physical disabilities are also well represented (16% and 15% respectively), with the remaining 11% comprising of people with a long term health condition (7%) or a brain injury (5%) and a small number of people (1%) with a sensory impairment.

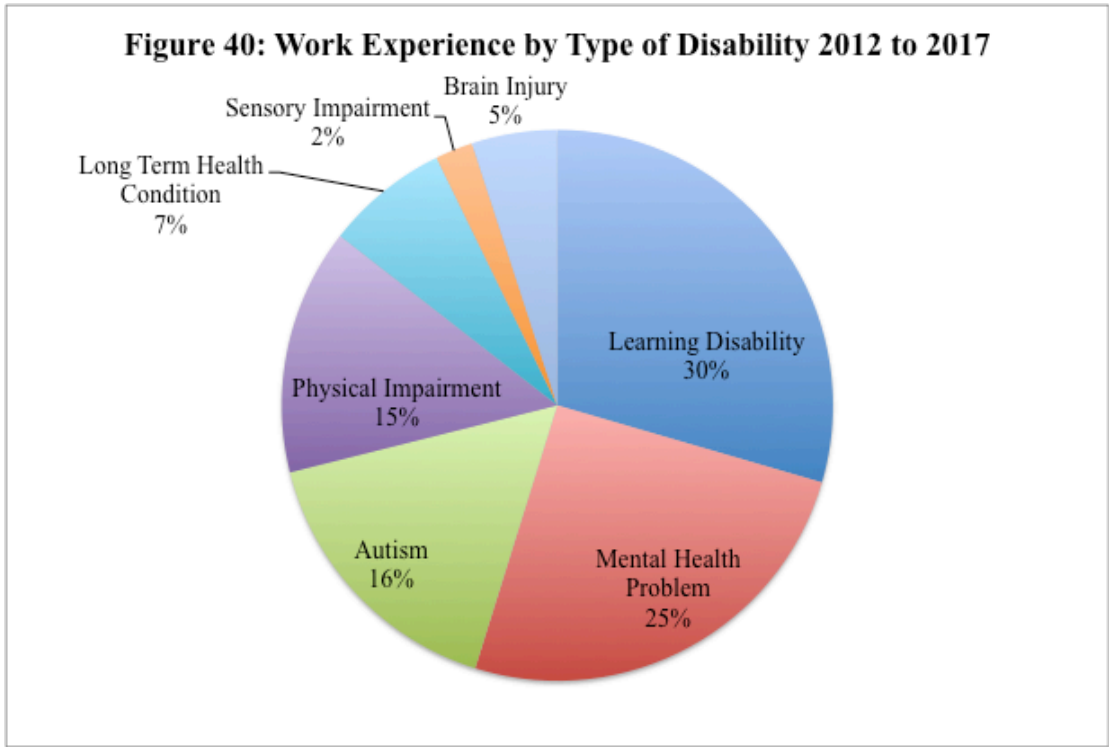
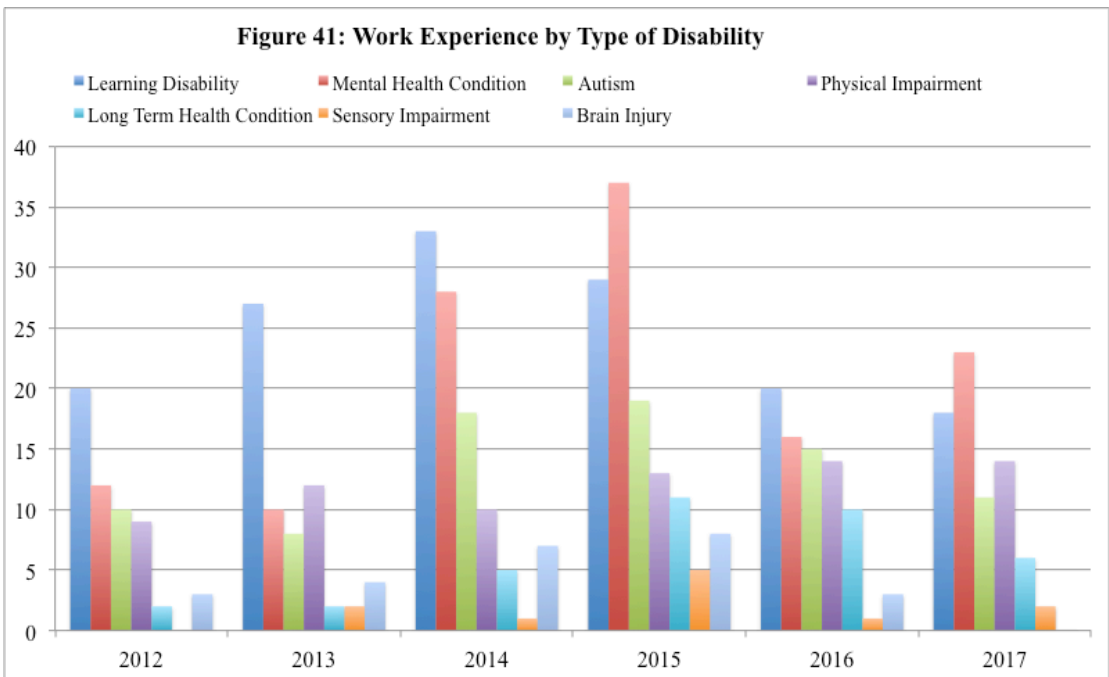


Figure 41 is based on the number of individuals entering Work Experience according to their type of disability for each year from 2012 to 2017. It suggests that the peak in numbers entering work experience observed in 2014 was the result of higher numbers of people with learning disabilities, but also a significant increase in the numbers of people with autism and those with mental health conditions engaging with the service during that year. It also shows the emergence of greater engagement for people with long term health conditions from 2013 onwards. In accordance with the priorities and targets set out for JET, these results demonstrate that Work Experience is now engaging a diverse cross section of disabled people, representing an array of service user groups.



Location of Work Experience

If work experience activities are to fulfill their role as job tasters and opportunities for service users to sample a variety of working environments, learn new skills and develop their CVs, then it is important that the locations and duties involved reflect as much as possible the conditions and demands that exist in the open employment market. Analysis of the CRM database showed that these activities took place in a wide variety of locations, too many in fact to chart. Unsurprisingly, the locations and duties involved in Work Experience were very different from those involving Volunteering, with the vast majority occurring in commercial mainstream work locations, such as banks (notably Lloyds and Royal Bank of Canada); shops and stores, such as Next and Marks and Spencer; commercial garden centers; stables, colleges, property management firms, bakeries, hotels and cafes.

As with Volunteering, only a very small proportion of the activities were located in the JET buildings and offices (5%) indicating that the vast majority of activities were taking place in inclusive rather than sheltered work environments. Eleven per cent of the work experience placements were within the Public Sector, including work in hospitals, social service departments and one work experience with the Jersey police department.

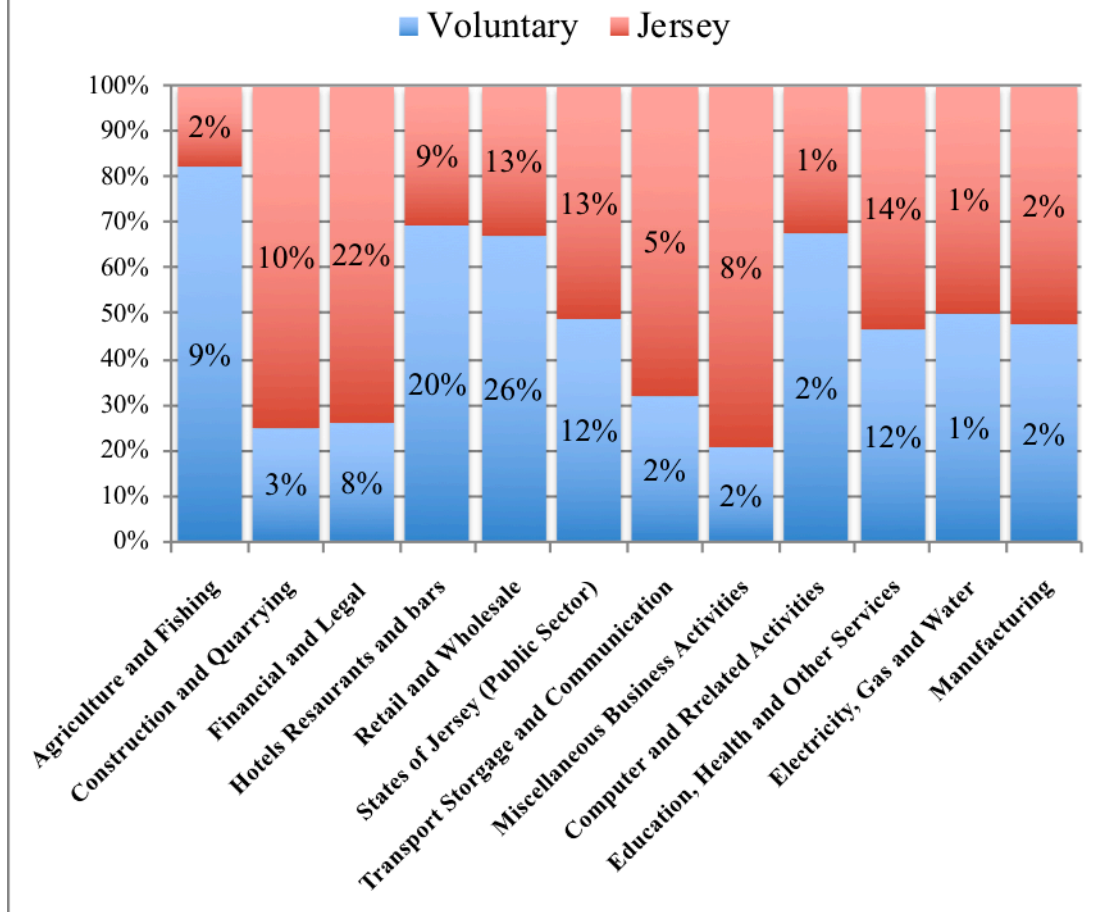
Some work experience took place in locations also being used for volunteering with 9% involving work in local charities. These included the Cry Charity Shop, The Beresford Street Kitchen and the Durrell Wildlife Center. This certainly underlines the close partnerships the service has developed with these organisations. Although these locations may provide a more ‘sheltered’ work environment required by some, the service needs to constantly guard against establishing new congregate services and activities in the community, which can act as a powerful barrier to inclusion and social integration as well as losing opportunities for the service users to learn from the typical role models of their non disabled peers. However, overall these results demonstrate that the vast majority of work experience activities were taking place in inclusive work environments that capture the realities and demands of the open employment market.

Work Experience - Job Sector Representation

Figure 42 shows the proportion work experience placements starting by job sectors from 2012 to 2017, compared to Jersey as a whole. The pattern of representation is similar to that observed for service users accessing paid work, with the ‘agricultural and fishing’, ‘hotels, restaurants and bars’, as well as the ‘retail and wholesale’ sectors well represented and the ‘financial sector’ underrepresented; although this increased slightly from a 5% to an 8% representation over the paid employment outcomes.

The ‘construction and quarrying’ sector was also underrepresented accounting for 3% compared to paid employment which was 8% due to significant fewer jobs being in the construction and trades industries. Figure 42 also shows that jobs in the sectors of ‘transport, storage and communication’ and ‘miscellaneous business’ were also underrepresented, although these accounted for very few jobs in Jersey as a whole. Encouragingly, the sectors involving ‘manufacturing’, ‘electricity, gas and water’, and ‘education, health and other services’ were similar to those for Jersey as a whole.

**Figure 42: JET Work Experience by Job Sector V
Jersey**



In line with the paid employment results, these findings show that the work experience offered through the service occurred in every job sector defined by the State, providing service users with opportunities to experience the full range of businesses and employment opportunities that exist on the island. However, results also underline the challenge of enabling greater numbers of service users to access the ‘financial services’ sector.

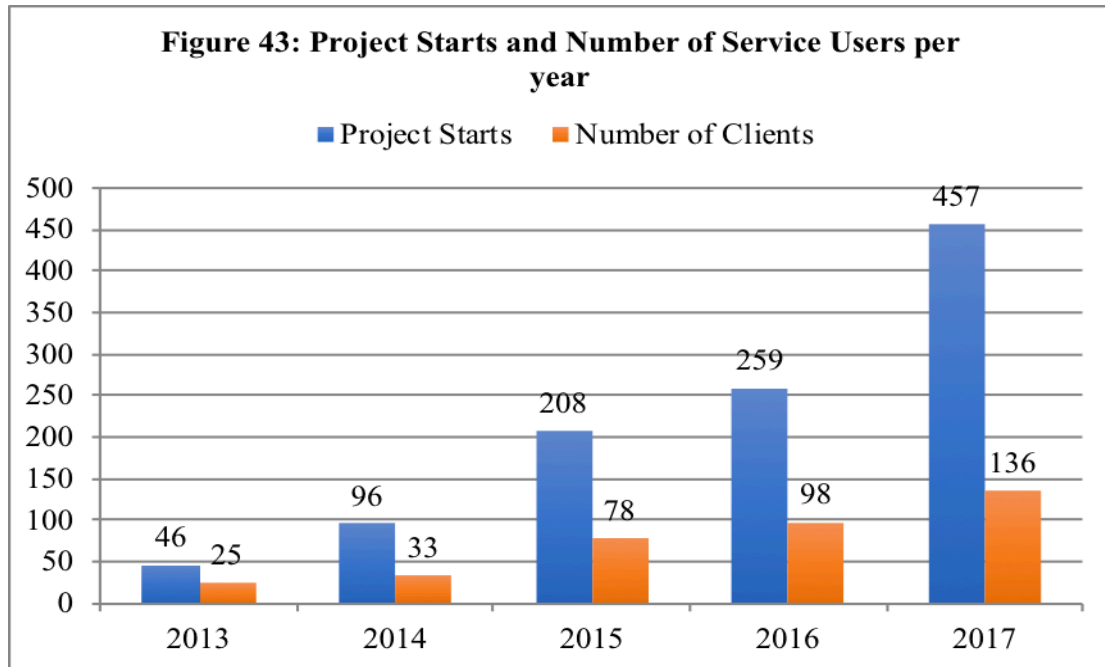
5) T&D Projects Outcomes

Numbers Engaging in T&D Projects

There were 1,069 project starts recorded from 2012 to 2017 involving 246 service users. The average age of those attending over the period was 41 years; relatively high compared to individuals engaged in Work Experience and Courses activities with 59% of those attending being female.

Figure 43 shows the number of projects that started for each year from 2013 to 2017 and the actual numbers of users engaged for each year. It shows there has been an exponential growth in the numbers accessing Projects since 2013 when there were 46 project placements accommodating 25 service users, compared to 457 project

placements and 136 individuals during 2017. This demonstrates that JET has succeeded in meeting one of its key aims for the Projects strand, increasing the number of projects available to accommodate significantly more service users over the last 5 years. The large disparity between projects starting and the numbers of service users in each year is because the project sessions were generally short, being on average 3 hours in duration (mode = 2.5 hrs) and service users rotated from project to project often on a daily basis.



Projects - Type of Disability of Service Users

Figure 44 shows the proportion of service users accessing Projects according to their type of disability from 2012 to 2017. It shows that the majority of people had a learning disability (39%) with the second highest numbers having a mental health condition (32%). As with Volunteering and Work Experience, people with a physical disability are well represented (11%), as were people with long term health conditions (7%). This shows that Project activities are accommodating and supporting a diverse group of service users.

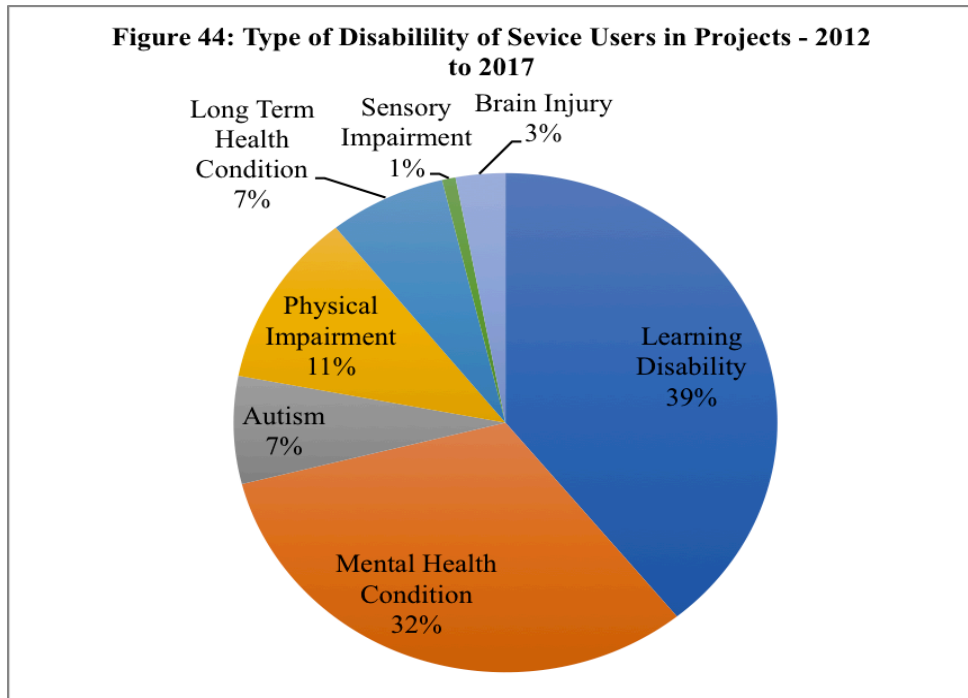
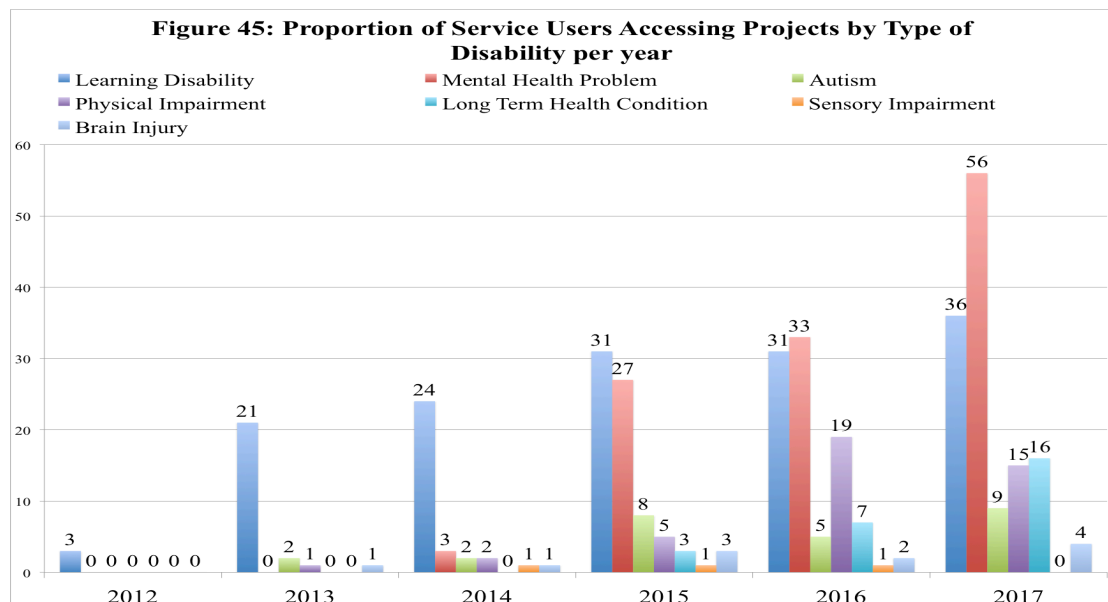


Figure 45 is based on the number of individuals accessing Projects during each year and shows when this diversity occurred: In 2012 and 2013, those accessing the service were almost exclusively individuals with a learning disability, but by 2017, although the numbers of people with learning disabilities entering the service had increased from 21 to 36 individuals, by 2017, the highest numbers of people accessing Projects had a mental health condition (from zero to 56) and there was a growth in the representation of other groups, especially those with autism (9 service users), long term health conditions (16 service users) and those with physical disabilities (15 service users).

As with Volunteering and Work Experience, the results show that the increase in numbers observed was accompanied by an increase in the diversity of the service users.



T&D Project Activities

When we analysed the CRM data to determine what activities were involved in the Projects we identified 28 different types during 2017 alone. Figure 46 shows the activities that had the highest proportion of recorded starts from 2012 to 2017. It shows that the highest proportion occurred in the Woodshack (38%), comprising of the 'Small Wood', 'Kindling', 'Furniture up-cycling' (which accounted for over half of sessions) and the 'Home Wood Accessories' project, with the items produced being sold to the public through Acorn's retail arm. The second highest proportion of project activities involved the 'Nursery Project', accounting for 21% of sessions starting over the period, involving, potting, planting, watering, feeding and pruning the plants. The plants are sold through the garden centre, along with other gardening accessories to the public.

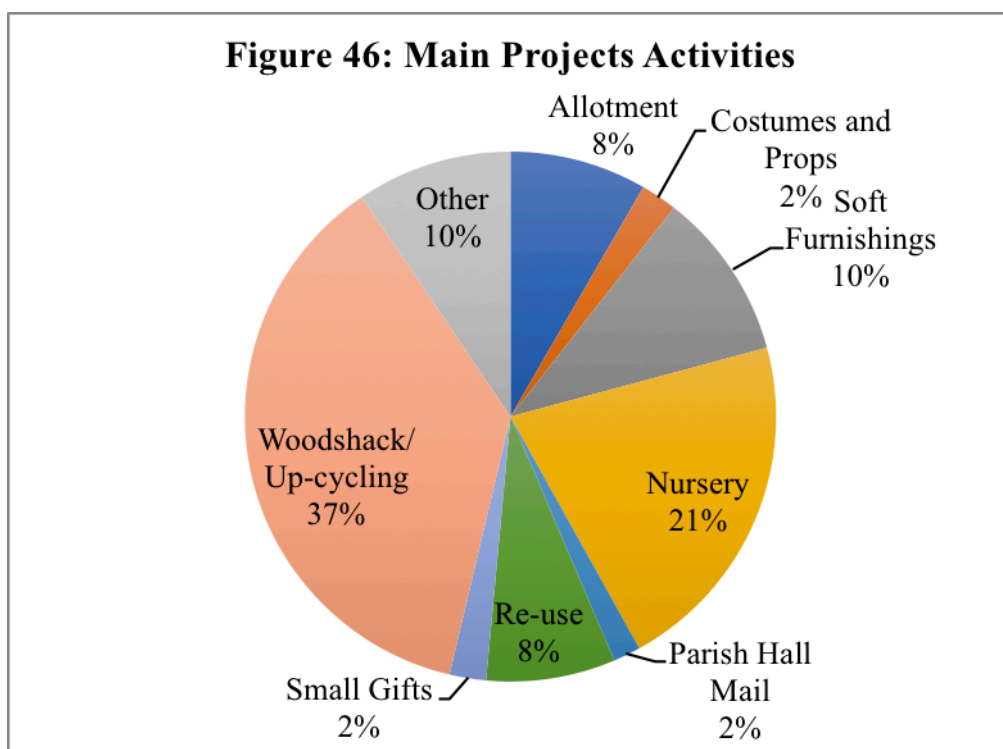


Figure 46 also shows the Re-use project accounted for a significant proportion of activities (8%). This involved recycling household items being recycled or donated by people in the local community, including furniture, children's toys, electrical goods, garden furniture, household ornaments and array of other recyclable items. These are 'up-cycled' i.e. repaired, cleaned and reconditioned where necessary and are then sold to the public for re-use. This project has grown considerably over the previous 4 years and the amount of donations made by the Jersey community has increased to such a degree that the service is currently undertaking a new build to create more space for accepting goods and for their resale.

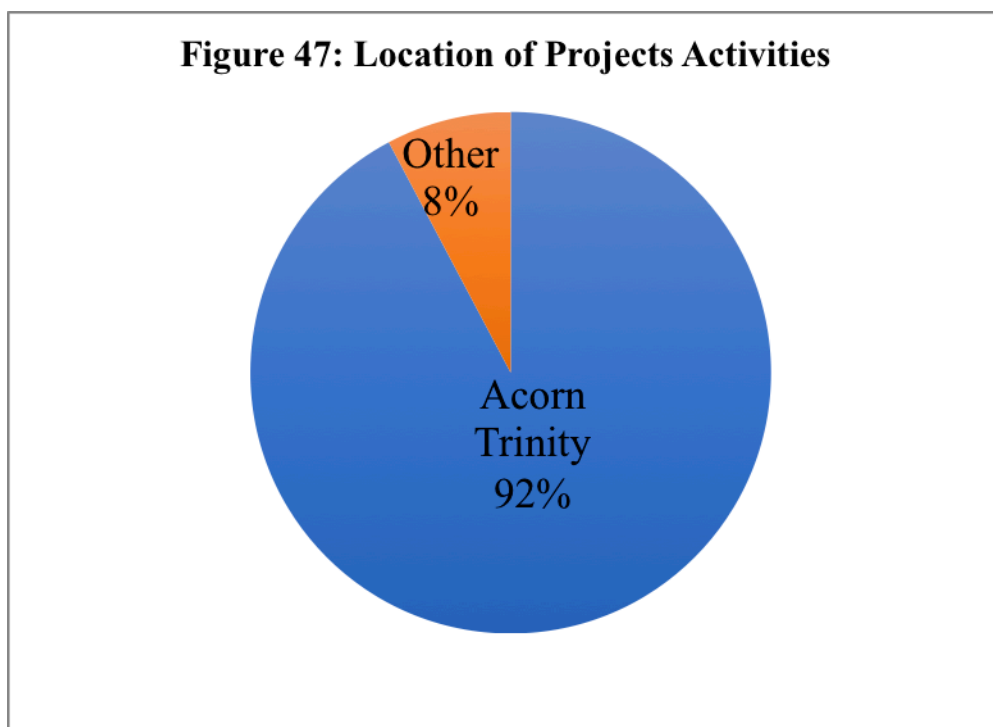
Although most of the projects were open to all service users, some had clearly been set up specifically for those with high support needs, deemed to be furthest from accessing the labour market. These included a 'soft furnishings' project, accounting for 10% of sessions, the allotment' located behind the main Acorn buildings accounting for 8% of sessions, and various other small projects including the 'small

gifts' and 'pottery crafts' projects. Examples of 'other' activities included 'Reg's Garden Centre', 'letter packing' in a local parish hall, 'confidence building' and the 'benches project' with the service users contracted by the SoJ to maintain the decorative wrought iron benches on the island. This is an impressive array of activities allowing for individualisation and choice for each service user whilst also teaching transferable skills and is, in our opinion, something that JET should be proud of.

These results demonstrate that the Projects strand is offering an impressive diversity of activities, catering for a variety of service users with diverse support requirements. Although we could not gain objective estimates of the level of disabilities of those being served, it was clear through the staff interviews and our direct meetings with the service users that many had high support requirements for whom, this service strand provided a very useful additional option over and above those delivered through other local day service provisions.

Location of T&D Projects

Figure 47 shows the location of Projects started from 2012 to 2017 based on the CRM database. It shows that the vast majority (92%) of Projects were recorded as taking place within the Acorn Site. This is unsurprising being a fulfilment of the JET strategy to expand Acorn to provide more opportunities to a wider range of service users. Examples of 'Other' locations included the waste disposal depot at La Collete as a collection point for the Re-use Project, a parish hall where a 'mailing project' was occurring, Castle Quay, Reg's Garden Centre and the Royal Jersey Agriculture and Horticultural Showground located near the Acorn site in Trinity.



As it stood in 2017 the service engaged 136 service users, which would constitute a large day service in the UK context and the numbers are expected to grow with the completion of the new Re-use building scheduled for completion in September 2018.

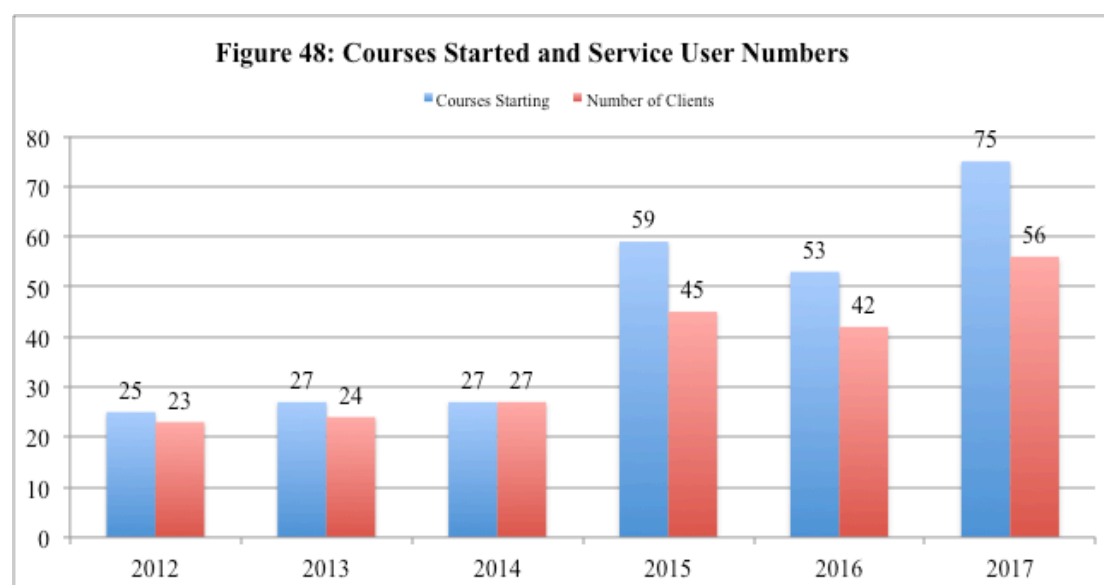
Although the reverse inclusion strategy⁴² has resulted in high levels of local community engagement within the Acorn site, the capacity for the projects to accommodate ever-greater numbers of service users will inevitably diminish over time. JET needs to guard against the temptation to continually increase the numbers of service users occupying the Acorn site beyond this capacity to the detriment of social inclusion of the service users. If capacity is reached, then there is the option of developing more Project activities outside of the Acorn Site, maybe through developing community based social enterprises.

6) Courses Outcomes

Number of Courses and Service Users Engaged

The CRM database showed that 266 Courses activities were undertaken for 179 individuals from 2012 to 2017. There was a representative gender split (52% men) and the youngest average age of service users (35 years) compared to the previous three service strands, suggesting a focus on transition and early intervention strategies.

Figure 48 shows the number of courses starting and the number of individuals participating in each year increased over the period, with 25 courses started and 23 individuals engaged in 2012, and 75 courses for 56 service users in 2017. This demonstrates that along with other service strands, the numbers of courses starting and the number of JET service users engaged in them has grown over the period.



Courses: Types of Disability

Figure 49 shows the proportion of service users accessing the courses according to their type of disability from 2012 to 2017. It shows that the majority of people had a learning disability (41%) with the second highest proportion having a mental health condition (26%) and 7% of people having a long term health condition over the period. As with the other 3 service strands, people with autism are well represented

⁴² The strategy of developing a mainstream service or activity for non disabled people with the idea of including people with disabilities

(11%), along with service users with a long-term health condition (7%) and a smaller number of people having a brain injury (3%) or a sensory impairment (1%).

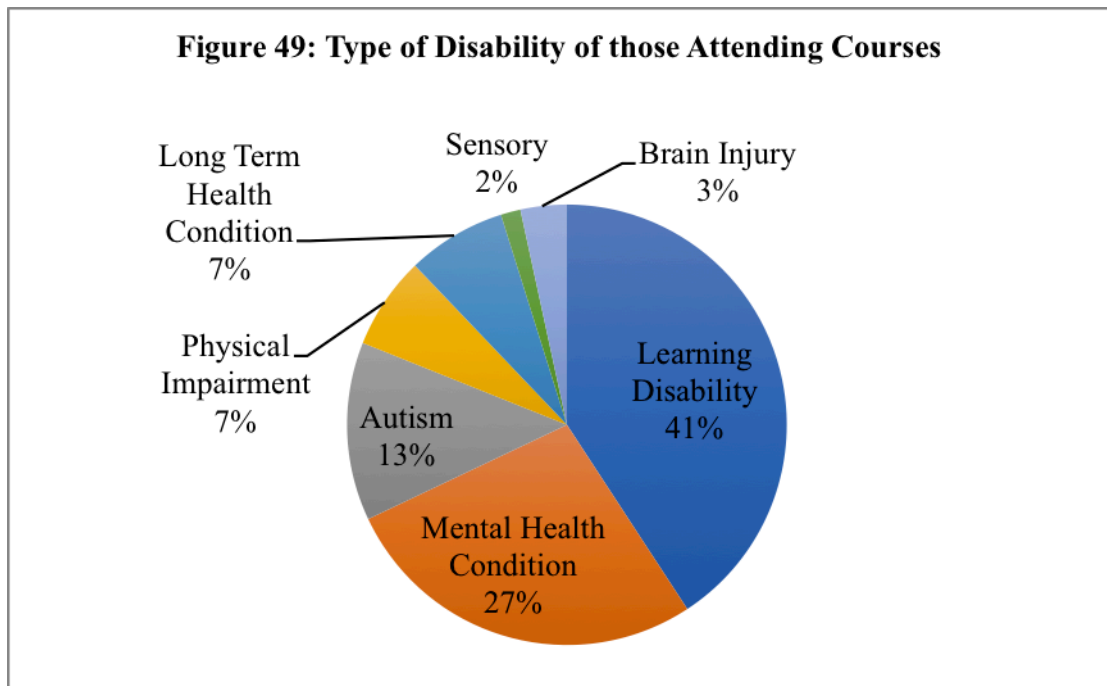
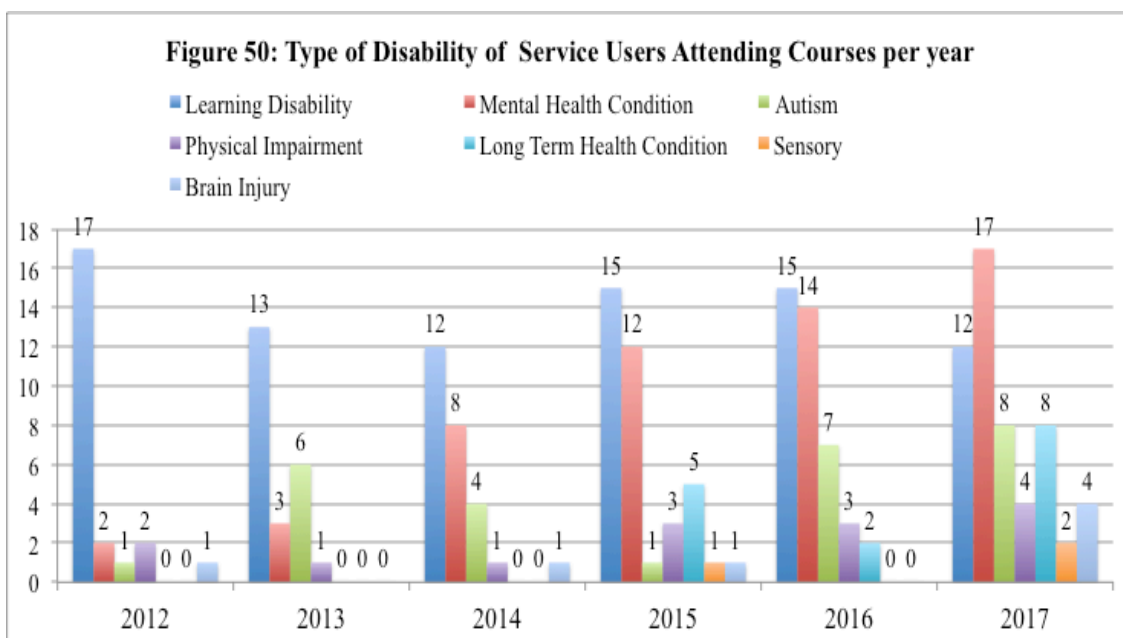


Figure 50 is based on the number of individuals accessing the service for each year. It shows the now familiar pattern of a growth in numbers of service users accessing the courses accompanied by an increase in the diversity of service user groups. In 2012 and 2013, those accessing courses via JET were almost exclusively individuals with a learning disability, but by 2017, although the numbers of people with learning disabilities fell slightly (from 17 to 12 individuals), there was a growth in the diversity of other service user groups, especially those with a mental health condition (from 2 to 17) with representation from those with autism (8 service users), long term health conditions (also 8 service users) and those with physical disabilities (4 service users).



Type of Courses Accessed by Service Users

The CRM database lists over 33 different types of courses from 2012 to 2017. These ranged from short courses, consisting of a few days, to 5-week induction courses. Figure 51 is based on the number of courses starting and shows that the 'Pre-Employment Course' was delivered the most frequently and accounted for 34% of all courses delivered over the period. This included 'Health & Safety,' 'Information Technology and QuickBooks', 'Customer Services', 'Confidence Building' and CV and Job Interview Training. The second highest proportion of courses delivered were categorised under 'Other' (25%), reflecting the diversity of courses delivered over the period. These included 'Manual Handling' and 'Assertive Communication' courses, an 'Autism' course in collaboration with Autism Jersey, a 'Personal and Social Awareness' course and 'Advanced Barista' training. Other prevocational activities included 'job try-outs' and 'on-going reviews' on a one-to-one basis with the service users. 'First Aid' was also popular, accounting for 6% of all courses accessed by the service users over the period.

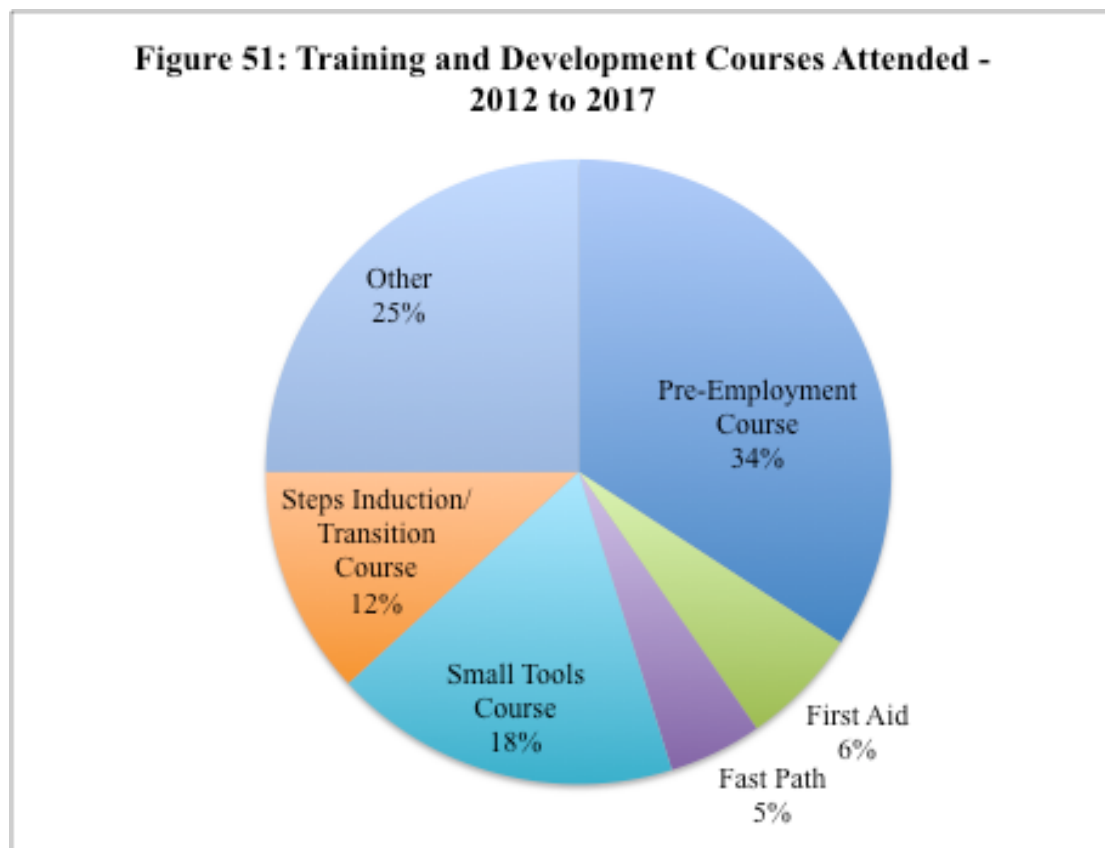
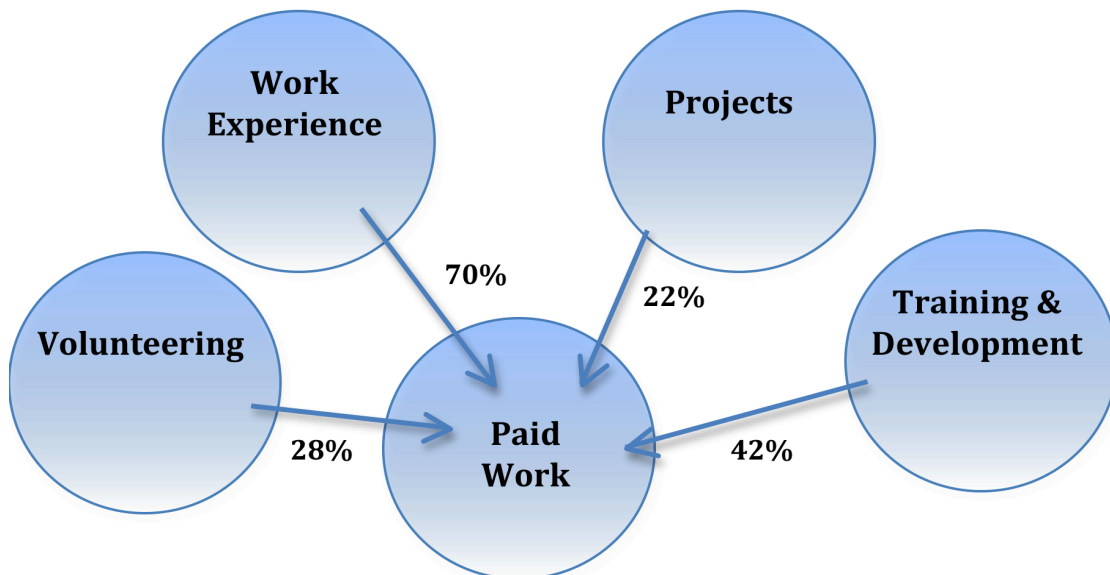


Figure 51 also shows the STEPs Induction and Transition training accounted for 11% of courses delivered. This included Induction Courses, for service users to try out different options including Work-experience and Volunteering, and the variety of different Projects available. There were also a significant number of 'Small Tools' courses delivered (18%) and 'Fast Path' (5%) intended to enable service users to expediently progress into paid work opportunities.

7) Movement between Service Strands and Paid Employment

The CRM database enabled us to identify the proportion of service users who progressed into employment from each of the 4 service strands from 2012 to 2017. Diagram 1 shows that there was movement into work from all 4 service strands with the highest proportion moving from Work Experience into a paid job (70%) this represented 218 individuals. The next highest proportion progressed from the Courses strand, with 76 people progressing into employment, constituting 42% of all individuals entering work via this route.

Diagram 1: Proportion of Service Users Progressing from Each Service Strand



When we analysed the movement of people between Volunteering and paid work outcomes, we observed that 53 people had moved into paid work, which is 28% of all service users volunteering over the period. The smallest amount of movement into work occurred through Projects with 55 people entering paid work via this route, this being just over 1 in 5 (22%) of all those accessing Projects.

These progression rates are impressive and if combined, suggest that 1 in 3 of all service users entering these 4 service strands are progressing into open paid employment opportunities (33%). There was also much fluidity of movement observed between all the service areas, with some individuals falling out of work and back into the T&D services and others moving between all 4 service strands. It is unsurprising that the Projects had the smallest proportion of people entering work, due to the high support requirements of some of the individuals undertaking these activities. These results demonstrate that many individuals are using the different strands as an effective and fluid pathway to successfully progress into open employment opportunities.

8) Service User Views of T&D Services

We interviewed 23 T&D service users to ascertain their views and opinions about the service they receive from JET. We wanted to know:

- 1) *What they do at JET;*
- 2) *What they would be doing if they were not at JET;*
- 3) *How satisfied they are with the service;*
- 4) *Whether being at JET has changed their lives;*
- 5) *How they rated the support they received from the T&D services;*
- 6) *What their plans are for the future.*

1) What did the service users do at JET?

Most of the service users we interviewed attending the T&D service were engaged in a mixture of Projects, including Horticulture, Small Gifts, Woodshack, Re-use and the Allotments projects (8 people = 35%).

As Christina, a 30-year-old woman with Downs Syndrome told us:

“I have been here for 8 years now – I have done all sorts of things, including small gifts and allotments, but I now mostly work in the greenhouse. I come here 3 times a week, it keeps me busy. I put soil in the pots and water the plants, sometimes I help customers who want to buy things.”

And Geoff, a young man with who has a learning disability who had left Highlands College in 2016 told us:

“STEPS got me here. On Monday I work in the greenhouse planting on Wednesday I work on the Benches and on Thursday I work horticulture. Lots of things to choose from - makes it really good”

Linda a 34 year old with a severe physical disability who attends the Job Club told us:

“I have been supported by JET for 9 years. They found me my last 3 paid jobs working for a coach company and to get a job in a bank and an admin job. They connect me to the right people (employers) to talk to. They help me with application forms and my CV.”

A further 5 people were ‘Volunteering’ or undertaking ‘Work Experience’ (22%) with 5 undertaking Job Club activities (22%). Two people were specifically engaged in the ‘Benches Project’ (9%) with each of the remaining 3 service users accessing the ‘Woodshack’, ‘Greenhouse’ and ‘Re-use’ Projects respectively (each =3%).

Some service users told us that the main reason they were at JET was because Social Security had “made” them attend in order to demonstrate they were actively seeking work and be eligible for welfare benefits. This was the case for all those attending the Job Club and two service users engaged in the ‘Projects’ and ‘Benches’ services respectively.

As Corry a young man with a mental health condition stated:

“I attend the Job club and really want to work. My mental illness has really affected my ability to work. I’m coming here to keep Social Security off my back. JET are doing the best they can. They are very understanding and are fighting my corner.”

2) What would service users be doing if not at JET?

When we asked the service users what they what did *prior* to being at JET and what they would be doing if they were not at JET, their replies were very similar and fell into 3 main categories (see Figure 52). Most service users (70%) told us that without JET they would be doing very little, with most stating that they would be at home doing “nothing”, or, “being bored”. Another 17% of the service users answered that they “didn’t know” with some asking what else there was to do. These answers were repeated when we asked the service users what they were doing directly prior to attending JET.

As Stewart an 18 year old with autism undertaking work experience in a High Street café in town told us:

I would be at home doing nothing, except for annoying my mum and dad. I would be really bored and lazy, watching TV all day.”

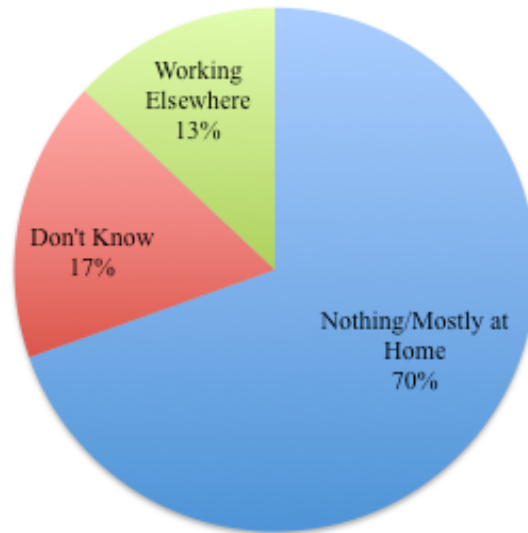
And as Christina stated:

“Nothing! I was bored. I would be at home and go and see my grandmother. This has given me a sense of purpose. One day I will get a paid job and everyone will be proud of me and I’ll have money of my own.”

And Jenny, a 50 year old with a background in teaching, who had had a mental health condition and was volunteering with JET Projects stated:

I didn’t have the confidence to go straight back into work. I was too stressed. JET provides me with an opportunity to recover at my own rate. If it wasn’t for them I’m not sure what I would have done, where else is there like JET? I’m feeling much better now and will be going back into teaching in the near future. Maybe part-time to start.

Figure 52: What would you be Doing without JET's T&D Services?



Some service users were more optimistic of being in work if they were not at JET: As Carl a 61-year-old with a history of mental health issues and a background working in the antiques business told us:

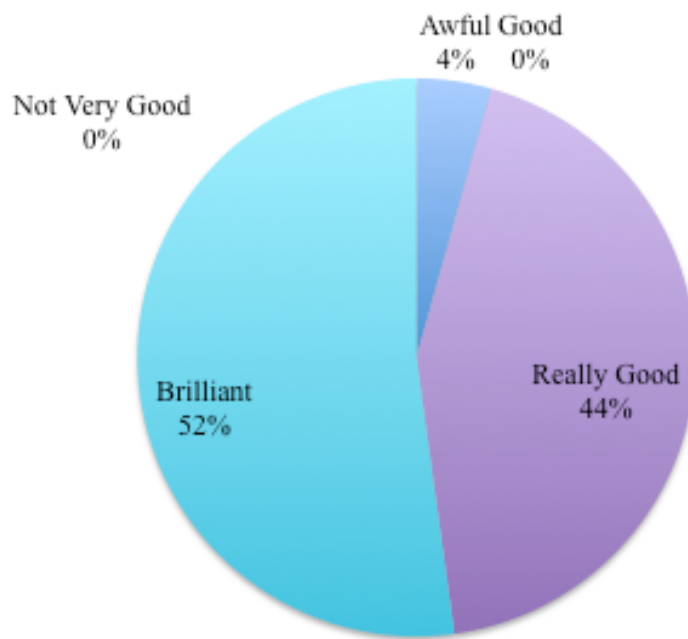
“I’m coming up for retirement now, but if I wasn’t here I would be going around charity shops looking for things to resell, I’m still doing antique fairs. But I enjoy working at Re-use and don’t want to leave. I do what I can to contribute and I would not handle full time work now.”

These findings strongly suggest that without the T&D service many service users would be mostly inactive during the day and isolated from meaningful community involvement. It also suggests that some people may be approaching the point where they are ready to be supported into or back into paid work.

3) How satisfied are the service users with the T&D service?

As Figure 53 shows, when we asked the service users to tell us how they rated the activities they undertook through JET’s T&D services, the majority (52%) rated this aspect as ‘brilliant’, and a further 39% as ‘very good.’ The service users generally stated that they “really enjoyed the activities a lot” and that “it keeps me active”. Many reported feeling a sense of achievement and of learning new skills in preparation for work.

Figure 53: How do Service Users Rate their Placement in JET's T&D Services?



4) Has being at JET changed their lives?

All of those we interviewed stated that the JET service had had a positive impact on their lives. This included all those attending who were also registered as actively seeking work. Other themes derived from the interviews was the impact of ‘making new friends’ with other service users and the JET staff and on their confidence to meet new people and learn new skills.

As Angela, a 22 year old with Downs Syndrome who was engaging in the ‘Small Woods Project’ for 7 months told us:

“I make things- in the winter we made a snowman out of wood and sold it at Christmas. I have made new friends here and I can now go on my own on the bus. I am building up my confidence to talk to more people.”

And Tim, a 45-year-old with a mental health condition told us:

“I do the Benches most of the time as a volunteer. They (JET) have given me something to aim for and achieve. I am getting myself back on my feet and back into the community.”

And as Kevin young man with autism told us:

I help build the furniture in ‘The Woodshack’ and clean the wood. Before I came here I wasn’t well I was anxious and couldn’t meet people. This has given me more confidence: I’m training and JET saved my life. I love it here – we are all one big family.

Only 1 person rated their situation as ‘awful’ (4%). This was a 21-year-old named Keith with autism who had acquired three jobs through the JET Job Club since leaving school and had recently lost his job in a local supermarket. As he explained:

“I failed the probation period I couldn’t do the tills and made lots of mistakes. I would have done better if I’d had JET’s help. All I want to do is get another job, preferably in sports and leisure industries.”

This reinforces an earlier recommendation that the service remains focussed on delivering efficient job matching procedures to reduce the number of jobs deemed ‘unsuitable. However, overall these findings strongly indicate that the activities provided through the T&D services are engaging the service users and providing them with stimulating daytime activities which are having a very positive impact on the quality of the service user’s lives.

5) How do Service Users rate JET’s Support?

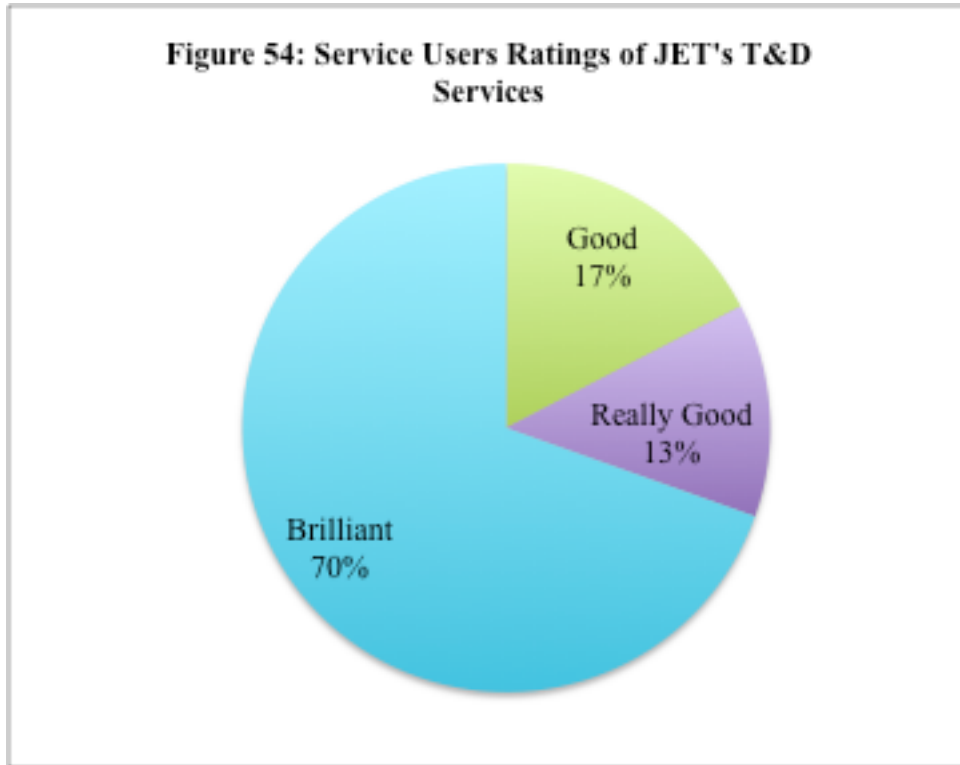
As Figure 54 shows, when we asked the service users to rate JET’s support 70% rated the service as ‘brilliant’ with another 13% rating it as ‘really Good’. Themes arising from the interviews were ‘they help me to learn new skills’ with some emphasising the one-to-one aspects of support.

As Christina related:

“They help me to learn new skills I still need help but I can now do more on my own. They only help me if I need it.”

Some service users identified the “understanding” and “patience” of the JET staff, and that there was a sense that the service “lets me take my own time” and that this often helps to relieve their stress and anxiety levels. Some stated that the service ‘believed in them’ when others around them did not and this helped to build their confidence and self-esteem. Most of those attending the Job Club we interviewed reiterated that the service was a very useful ‘helping hand’ back into employment’, with “approachable staff always willing to help.” Four people (17%) 3 of who were attending the Job Club, who were registered as being ‘actively seeking work’, rated the service as ‘good’. No one rated the T&D service provision as ‘poor’ or ‘awful’. There was a sense that JET acted as a buffer between the individuals and Social Security and was often viewed as a “safe haven”.

Figure 54: Service Users Ratings of JET's T&D Services



6) What are the service users' plans for the future?

Figure 55 summarises the answers provided by the service users when we asked them about their plans for the future. It shows that the highest proportion, 48%, wanted to get a paid job. This included all those attending the Job Club, even although some felt under duress from Social Security. For many of these service users their desire to get a paid job was made very apparent.

As Kevin stated:

"I love it here but I want to move to a paid job in the future. Maybe in a local wood yard, although I would really also like to work in the Crabshack restaurant if I could. I want to stand on my own two feet, earn some 'wonga' and meet the world head on"

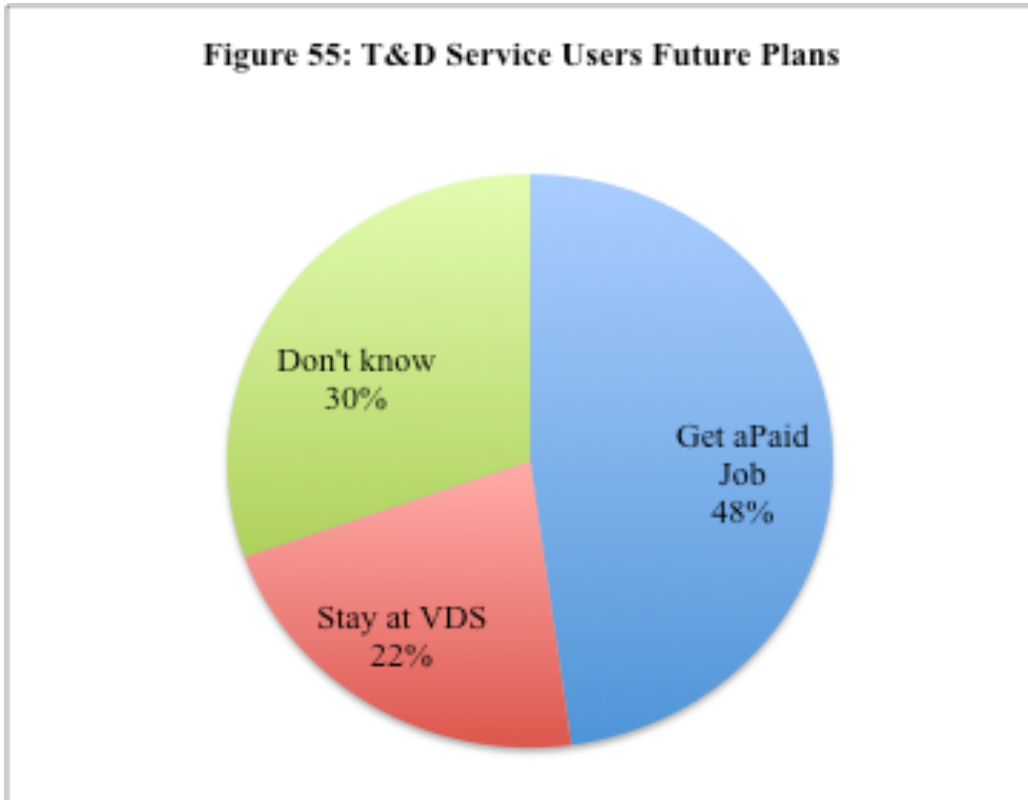
And another young man named Perry who had been working on the Benches project despite having a severe physical disability stated:

"I was lacking confidence because of the accident I had at work. But, with a bit of luck and a strong wind I can get back into work and have extra money to go to the pub when I want to."

Andrew a young man with a learning disability who was volunteering on the Acorn Allotments and in the Greenhouse stated:

"I do what needs to be done: fencing, digging planting, tidying the tool cupboard. I don't look that far ahead, but they could help me find a proper job so that I can get paid. All I've done is volunteer – I'd like an outdoorsy job."

Figure 55: T&D Service Users Future Plans



These findings suggest that many of those attending the T&D services are doing so with the expressed intention of progressing into an inclusive paid work environment. A small number of service users stated they didn't know what their future plans were (30%), and an even smaller number (22%) said they wanted to stay in the T&D services. These tended to be service users furthest from the labour market, mostly undertaking Projects or, recovering from a mental illness.

9) Summary of T&D Services Outcomes

In line with two of the key objectives set for the service, the results show that Acorn has expanded rapidly since 2012 with significant increases in the numbers and diversity of service users, particularly those with mental health conditions, autism and those with long-term health conditions. These outcomes are reflected across all 4 of the T&D service strands.

The results suggest that staff had a coherent approach to delivering the service based on good knowledge of the service goals and objectives. It is evident that the staff cohort are knowledgeable and aware of the personal circumstances surrounding each service users' disabilities and conditions and the impact that these can have on their individual needs and support requirements. Service delivery is typified by high amounts of one to one support, reflecting the needs of many of those entering the service, and the use of 'Vocational Profiling' and 'Training in Systematic Instruction' approaches, showing a high degree of congruency within the T&D services and also with the Employment Service.

Since 2012, the service has set up and established the Volunteering strand of the T&D service as an on-going option for service users, with the vast majority of volunteering

placements located in community locations within a range of organisations that reflect typical volunteering activities. For some service users their volunteering was viewed as an end in of itself, for others it was a means to gain confidence to progress into paid jobs with nearly 1 in 3 service users who volunteered though T&D progressing into a paid job. The numbers and diversity of service users accessing the Work-Experience strand of the T&D service has also increased over the previous 6 years and were taking place in inclusive work environments, which were representative of a wide range of job sectors. Impressively, 70% of those starting work experience had progressed into paid work opportunities.

In line with another key objective, JET has developed the Acorn site to incorporate a wide variety of Project activities and there has been a substantial growth in the numbers of service users engaging in this strand, either as an option to alternative day services, or for relatively fewer people, as a means to progress into paid employment. The vast majority of the Project activities took place within the Acorn site, and the extent that the local community has become engaged is impressive, realising the aim of establishing a 'reverse inclusion' approach within Acorn, especially with regard to the numbers of customers accessing the retail outlets of the Woodshack, Re-use, Up-cycling, and Nursery components. The service has also been successful at increasing the numbers and diversity of service users engaged in the pre-vocational courses under the Courses strand, with around 4 out of every 10 participants progressing into paid work.

Overall these results demonstrate that JET's T&D services have successfully achieved its main objectives with regard to the following:

- ✓ *To increase the number of service options offered through the T&D services to the service users;*
- ✓ *To develop community engagement with the service;*
- ✓ *To develop the Acorn site to enable a wider range of activities to occur;*
- ✓ *To increase the numbers of service users accessing the service;*
- ✓ *To increase the representation of people with a mental health condition accessing the service;*
- ✓ *To increase the representation of people with autism entering the service;*
- ✓ *To increase the representation of people with long term health conditions accessing the service;*
- ✓ *To provide an additional service option for those with severe disabilities, and/or furthest from the labour market to those services that currently exist;*
- ✓ *To enable service users to progress from T&D services into paid work;*
- ✓ *To develop the social enterprise component of Acorn to become more financially self-sustaining;*

- ✓ *To develop meaningful and engaging day service alternatives for the service users;*
- ✓ *To develop services that have a positive impact on the quality of life and well-being of those who attend.*

The findings from the service user interviews strongly suggest that without JET's T&D services many service users would be mostly inactive during the day and isolated from meaningful community involvement. It also suggests that some people may be approaching the point where they are ready to be supported into/back into paid work, although some expressed frustration at the amount of time it was taking.

The service user interviews also reinforced earlier findings that many service users were using the T&D services as a stepping-stone towards and into paid employment. This reinforces earlier findings showing that JET has a focus on long-term employment outcomes for its service users and that effective follow up procedures are in place within JET to enable those falling out of work to quickly regain employment. The results also show that JET has formed partnerships with local colleges and intervening to support those leaving education into paid jobs.

The findings strongly indicate that the activities provided through the T&D services are engaging the service users and providing them stimulating daytime activities and are having a very positive impact on the quality of the service user's lives. It is also clear that those we interviewed rated quality of the support they received from JET as outstanding and was highly valued by the service users and that many of those attending JET's T&D services are doing so with the expressed intention of progressing into an inclusive paid work environment, with JET's encouragement and assistance.

Overall these results demonstrate that JET's T&D services have successfully achieved its main objectives with regard to the following:

- ✓ *That T&D services become the service of choice for many individuals requiring support to progress towards paid work opportunities;*
- ✓ *That the service plays a significant role in assisting service users to engage in pre-vocational activities;*
- ✓ *That the support provided by JET's T&D services are very highly rated by the service users;*
- ✓ *That the service users are engaging in T&D activities that suit their interests and abilities;*
- ✓ *That the service has a positive effect on the quality of the lives and well-being of the service users.*

Recommendations

1. *That the service should identify ways of reducing the administrative burden placed on the T&D staff;*
2. *That the service should guard against overloading activities based in the community, at the expense of social integration and inclusion;*
3. *That the service places an additional emphasis toward identifying more Work Experience activities in the financial sector;*
4. *That the service identifies more community-based project activities that take place outside of the Acorn buildings;*
5. *That the service considers developing social enterprises/social firms in the community to address capacity issues relating to the numbers accessing the Acorn site;*
6. *That the service develops a clear position with regard to not expanding the service to include other people in the NEET groups such as first-time care leavers, young single parents as well as repeat offenders. The reviewers feel this would be a detriment to the service and to the existing service user base.*

Section 4:

Financial Sustainability of JET's Acorn Businesses

We applied the four criteria set out in the Methods Section to determine the extent that the Acorn businesses are financially viable and the potential theses have for generating revenue to become financially self-sustaining.

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1) JET's Predicted Net Balance and Gross Profits	104
2) Financial Sustainability Rating	105

1) Predicted Net Balance and Gross Profits

Figure 56 shows JET's predicted 'total net balance' when projected operating costs and capital investments are deducted from projected gross profits from 2017 to 2020. It predicts an overall net profit by the end of 2020 of £83,642⁴³ from a baseline deficit of -£201,769 in 2017. The deficits shown for 2017 and 2018 are largely, the result of capital investments of £146,096 and £511,285 made by JET within each of these respective years. This predicts that Acorn would be financially self-sustaining by 2020 and no longer dependent upon external funding to sustain service delivery.

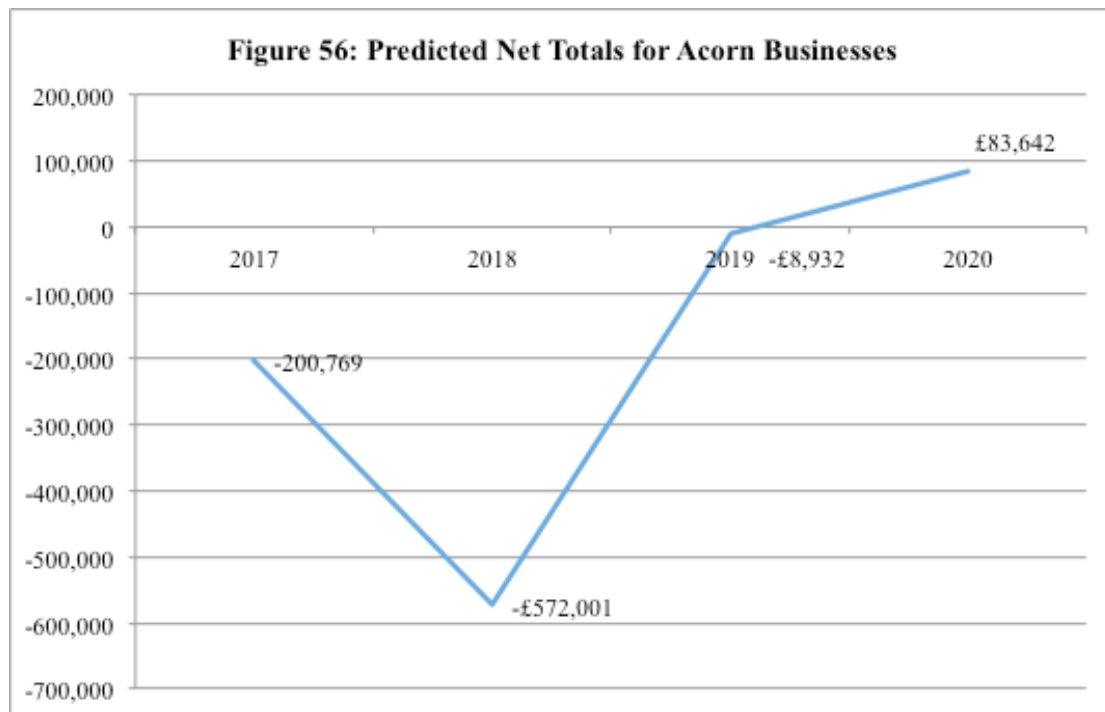
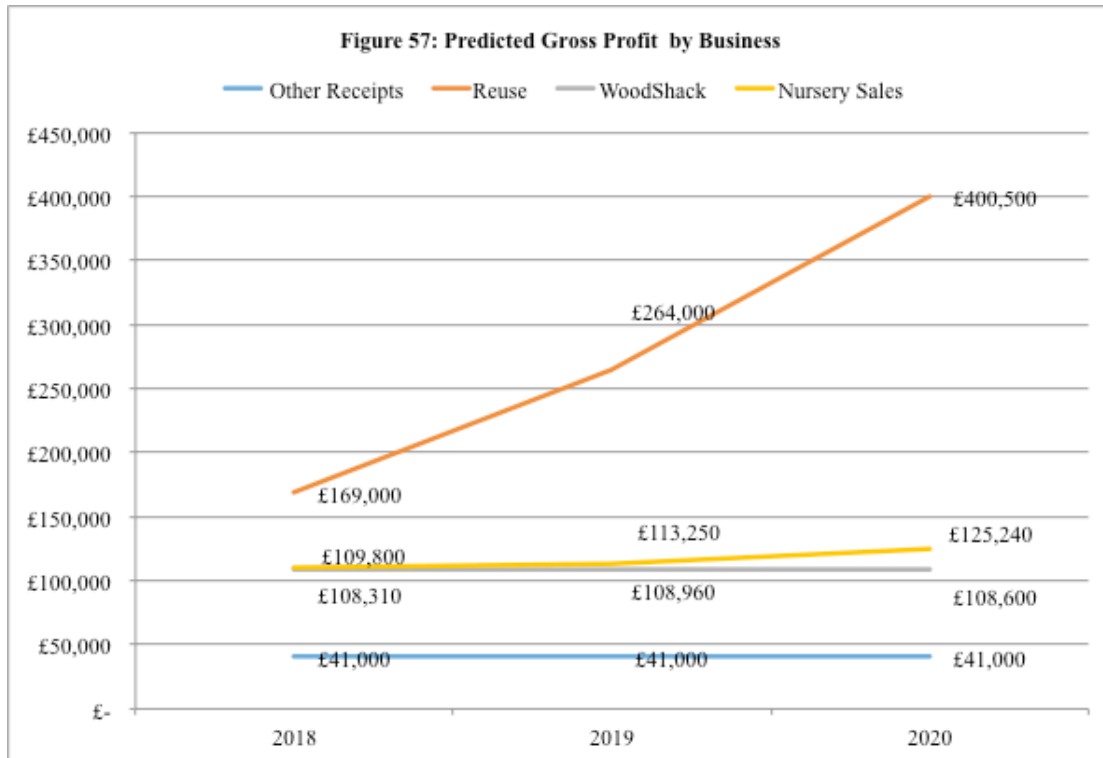


Figure 57 plots the predictions for the gross profit margins⁴⁴ from 2017 to 2020 based on the expected balance of income generated from sale of goods and services minus payments (cost of sales) for each service area. It shows that measures in gross profit margins are reliant on a significant increase in revenue generated through sales from the Re-use service (from £169,000 in 2018 to £400,500 in 2020) with profit margins from the Woodshack, Nursery and 'Other Receipts'⁴⁵ predicted to remain relatively static. Therefore, any increases in financial sustainability are heavily reliant upon the success or otherwise of the Re-use service.

⁴³ Receipts minus payments and operating costs: excluding capital investments

⁴⁴ Receipts minus payments: excluding operating costs and capital investments

⁴⁵ e.g., revenue from hire of services and rooms



2) Financial Sustainability

In our view the financial predictions and calculations for service growth and development within the Acorn businesses are based on a realistic appraisal of the services current and expected future performance. Within JET the financial projections are based on the actual spend for 2017, not upon conjecture. These show that during 2017 the Acorn service generated an impressive £497,195 in revenue generated from sales. This is calculated on a month by month basis, and broken down by retail area, allowing the identification of seasonal trends in sales, such as increases in nursery sales over the spring and summer months and of wood kindling over the winter.

The overall balance of payments made in 2017 was £144,578, mainly due to the purchase of bedding plants and tools and equipment. This led to a gross profit of £352,618 for the year.⁴⁶ 2017 operating costs were £407,290, resulting net-deficit of -£54,673.⁴⁷ This shows that only a small proportion of the overall budget was reliant on external funding sources to preserve JET's financial situation at that stage. However, the JET projections are based on matching any net deficits observed over the 4-year period from their own financial reserves, meaning that from 2017 the predictive calculations are independent from any form of income generated from external funding sources.

When we add £146,096 worth of capital investment (for implementing the first stages of Re-use facility building) into the 2017 equation; then the net total balance was a deficit of -£200,769 for the Acorn businesses for the year, underpinned by a reserve balance of +£623,261 as of December 2017. This balance includes a loan amount of up to £300,000 and suggests that current financial investments for the further

⁴⁶ Sales receipts minus Payments (cost of Sales) excluding Operational Costs.

⁴⁷ Gross Profit minus Operating costs

development of the service (e.g., the new build for the Re-use service and the development of the house clearance business) are ‘affordable’ being underpinned by and not exceeding the financial reserves held within the organisation.

As Figure 57 shows, the 2018 predictions are based on a significant increase in sales and revenue generated through Re-use service, mainly through an increase in sales of white goods, furniture, small electrical goods and bric-a-brac. It predicts an overall increase in revenue over 2017 of £62,715, totaling £559,110. This prediction is broken down by month and includes sensitivity to seasonal trends, based on previous yearly fluctuations in sales receipts. The overall balance of payments is predicted to fall slightly in 2018, to £131,800, realising a gross profit of £428,110. Total operating costs are set to increase to £488,826, due mainly to predicted increases in staffing costs and in client wages. This results in a net-deficit of -£60,716, for 2018, to be covered through JET’s financial reserves.

Importantly, the 2018 predictions are based on a total capital investment of £511,285 covering 2018 and 2019 to complete the new Re-use retail facility. When this is factored into the equation, the result is the total net deficit reported earlier of -£572,001 for the year 2018. This in turn results in a reduction of JET’s reserves from £622,261 in 2017 to £540,570 in 2018, being more than sufficient to allay concerns of an immediate cash flow crisis and underpinning the immediate financial sustainability of the service and up to 2020. These predictions are consistent and realistic with the current pattern of cash flow generated by income from external funding and those predicted to be generated by the service, against its operational costs up to 2020.

As figure 56 shows, any predicted increases in surplus revenue are counter balanced by the amount of the capital investment especially in the Re-use service. However, by 2020 capital investment is predicted to fall to £15,000, resulting in a significant increase in surplus revenue, which would be more than sufficient to cover predicted loan repayments, and has the potential to significantly increase JET’s financial reserves in 2021 and beyond. This suggests that in the longer term JET will be able to not only maintain its predicted service outcomes for the service users without the necessity of external funding, but that there will be a cumulative increase in financial reserves held by JET on a year by year basis. This produces the potential for further re-investment to make improvements to the quality of the service provision for its users and/or to expand the service and its capacity to support more service users over time. This provides a strong indication the service will be able to sustain its current commitment to the service users and has potential to expand and develop the service based on a comprehensive and detailed financial and business development planning.

In our view the JET Acorn businesses are both financially viable and highly sustainable. This is based on the following:

- ✓ *That the financial predictions and calculations for service growth and development within the service are based on a realistic appraisal of the services current and future performance;*
- ✓ *That the financial predictions made by JET have ‘validity’ in that the predictions are based on the services previous and current financial outcomes and upon a ‘realistic’ appraisal of the services potential to generate surplus revenue;*

- ✓ *That the service demonstrates immediate, short term and long term financial sustainability and is not at great risk due to variations in cash flow and to significant (predictable) changes in the conditions of the marketplace;*
- ✓ *That financial projections are based on a reduced risk of reliance on external funding sources and streams;*
- ✓ *The extent that predicted financial growth and service development allows the service to sustain its commitments to the service users.*

Section 5:

Views and Opinions of JET Staff

This section describes the views and opinions of the JET staff from information gathered from the in-depth interviews we conducted with 38 of the 51 staff employed by JET in July and August of 2017. We wanted to identify and get an insight into how the JET staff feel about certain aspects of the service as an indicator of the ‘internal health’ of the service. We then present a summary of our findings from the staff interviews and compare them to the established performance indicators along with a list of our recommendations.

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1) Grasp of JET Mission Statement

All those we interviewed had a clear understanding of the JET mission statement, stressing the need to respect the views and choices of the service users and the progression of the service users towards and into paid work as the main objective. Those working mainly within Acorn Trinity site placed an additional emphasis on the provision of ‘meaningful’ day service occupation for service users furthest from the labour market. The staff generally held the view that although progression into paid work was a realistic goal for many service users, for some this progression was going to take more time and for a few people with high support needs, paid work was viewed as an unrealistic aspiration. The staff had good knowledge of JET’s service goals and aims, citing the progression of the service users towards and into work as well as meaningful and engaging day services as the two main goals. They also stressed the need for JET’s services to be flexible as it was supporting a wide range of service user groups with differing support needs and backgrounds.

2) Staff Qualifications and Training

We were impressed with the variety of qualifications and experience within the JET staff team. These ranged from academic qualifications including university degrees, teaching qualifications, as well as qualifications that are practically oriented such as City and Guilds and NVQs. One staff member was undertaking a Master’s degree in Charity Regulation. Perhaps unsurprisingly, the staff based at the Acorn site, tended to have more vocationally oriented qualifications linked to Carpentry, Horticultural and Retail backgrounds, than those delivering supported employment.

We were also very impressed by the scope and variety of training that the staff had received while working at JET. Staff generally commented that they had undertaken a good deal of training and many expressed their appreciation of JET’s support and commitment in this area with many citing it as not only an additional advantage to working at JET but also another way in which JET listens to and supports its staff cohort. There were a wide variety of training courses undertaken. All staff (with the exception of one person) had received the JET induction training and all staff, bar one, reported completing a Training in Systematic Instruction course (an essential course for job coaches and those involved in all aspects of Supported Employment). Other popular training courses included First Aid, SPELL, Motivational training, BILD (Levels 2 and 3) Safeguarding Adults and Children, and training courses specifically for those working with people with, autism and mental health conditions.

This illustrated clearly to the reviewers that JET has created a learning environment that encourages the staff to develop their skills and expertise and is open to outside agencies to bring new ideas and innovations into the service.

Quotes from staff included:

“There is a great amount of training during the induction period and JET are very open to hearing from you in regard to what training you may find helpful”

“...they also invite outside speakers from other organisations too, including employers - this is really useful as it tells us what other organisations expect from us and what we can expect from them”.

3) Opportunities for Promotion and Career Development within JET

We received a mixed response from staff when we asked if they felt there were opportunities for promotion and career development within JET: Sixty seven percent said they felt there were internal promotion possibilities within JET and would be looking to progress their roles and careers within the service, however, 33% said there were not. We found no differences in opinion in this area between the employment and T&D service staff.

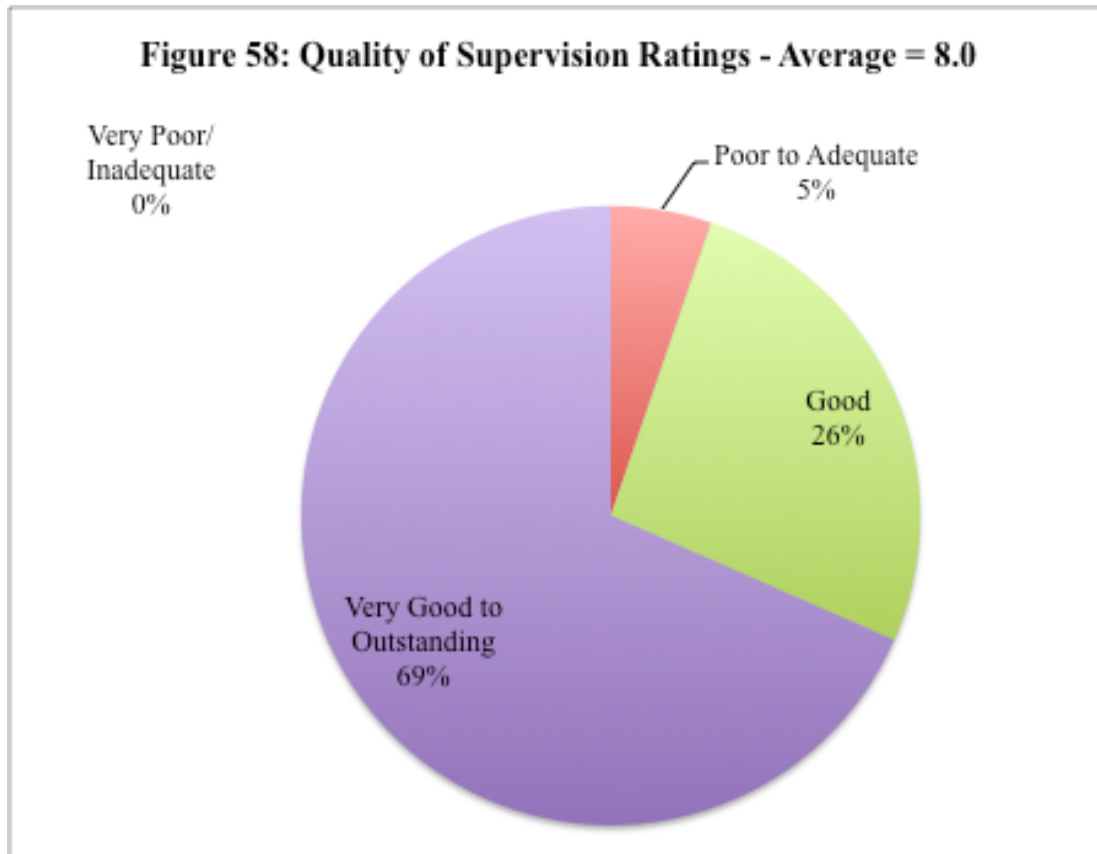
The largest number of interviewees answered that there were ‘no’ opportunities for promotion within JET, mainly because they felt that few senior vacancies arose because senior staff tended to remain in their posts for long periods of time. The average time that all staff members interviewed had worked at JET was 6 years and 7 months and 8 years and 5 months at the senior level, with 5 years considered the UK average. This suggests that JET has a settled workforce with a low employee turnover rate, which in our view, is the best reason for a lack of internal opportunities.

Many staff throughout the interviews felt that they were poorly paid in comparison to other equivalent jobs in Jersey. Five members of staff reported this as a main concern, which would be an influence on their decision to remain in JET in the future. Most felt the rewards of working with JET and the service users outweighed these financial disadvantages.

4) Staff Supervision and Appraisal

All 38 staff reported having an annual appraisal. These mainly involve reviewing progress against targets and identification of staff support needs. All staff also reported having supervision meetings. For the vast majority these were pre-arranged meetings occurring every 4 to 6 weeks (35%), or 6 to 8 weeks (28%). Many stated they had contact with their supervisor on a daily or weekly basis. The majority of staff also reported that their supervisors were amenable and open to impromptu supervision. Supervision gave staff an opportunity for self-reflection and self-appraisal, to seek advice and support and to put forward their views and ideas for service development.

Figure 58 shows how the staff rated supervision. It shows that close to 7 out of 10 staff rated the quality of their supervision as ‘very good to outstanding’ (69%), with 15% of these rating it as 10 out of 10. A further 26% of staff rated it as ‘good’. None of the staff interviewed rated their supervision as ‘very poor’ but 5% did rate this aspect as ‘poor to adequate’. Some staff stated that they would like their supervision to occur on a more regular and formal basis, with a few commenting that their supervisor was ‘never available’.

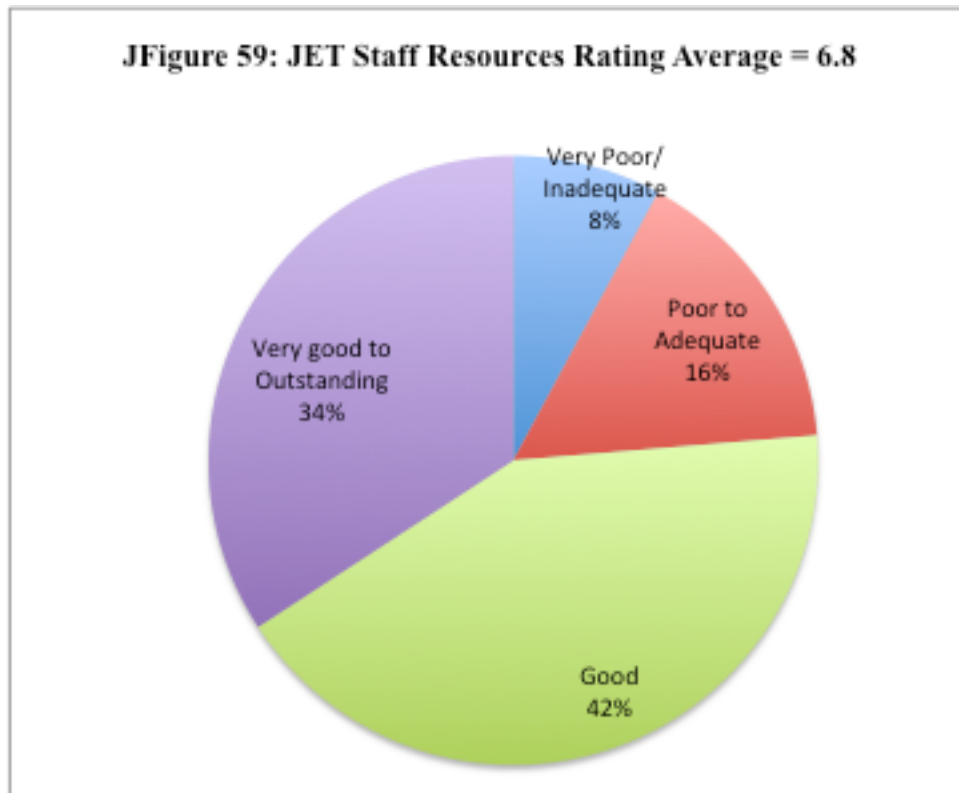


Overall, the staff interviewed gave an average rating of 8.0; meaning that despite some concerns, they felt the quality of their supervision was ‘very good to outstanding’.

5) Resources Provided to Staff

We asked the staff to rate the resources that they had available through JET to perform their jobs. Figure 59 shows the ratings according to each rating category. It shows 34% of staff rating this aspect as ‘very good to outstanding’. However, the highest proportion of staff rated the resources provided though JET as ‘good’ (42%) with 16% rating it as ‘poor to adequate’, and 8% as ‘very poor’. The following themes emerged with regard to this aspect:

- The Re-use service did not have enough space to store and label the stock coming into the service. This was already being addressed by the new build taking place at Acorn to create a more space and a dedicated retail outlet;
- Staff often complained that the internet facilities and IT systems did not work as well as they might;
- Some commented the offices in at the Oakfield site were cramped, and lacked privacy which made it more difficult for staff to do their jobs;
- Others commented that the Acorn buildings were not built for purpose and for some of the projects required investment.



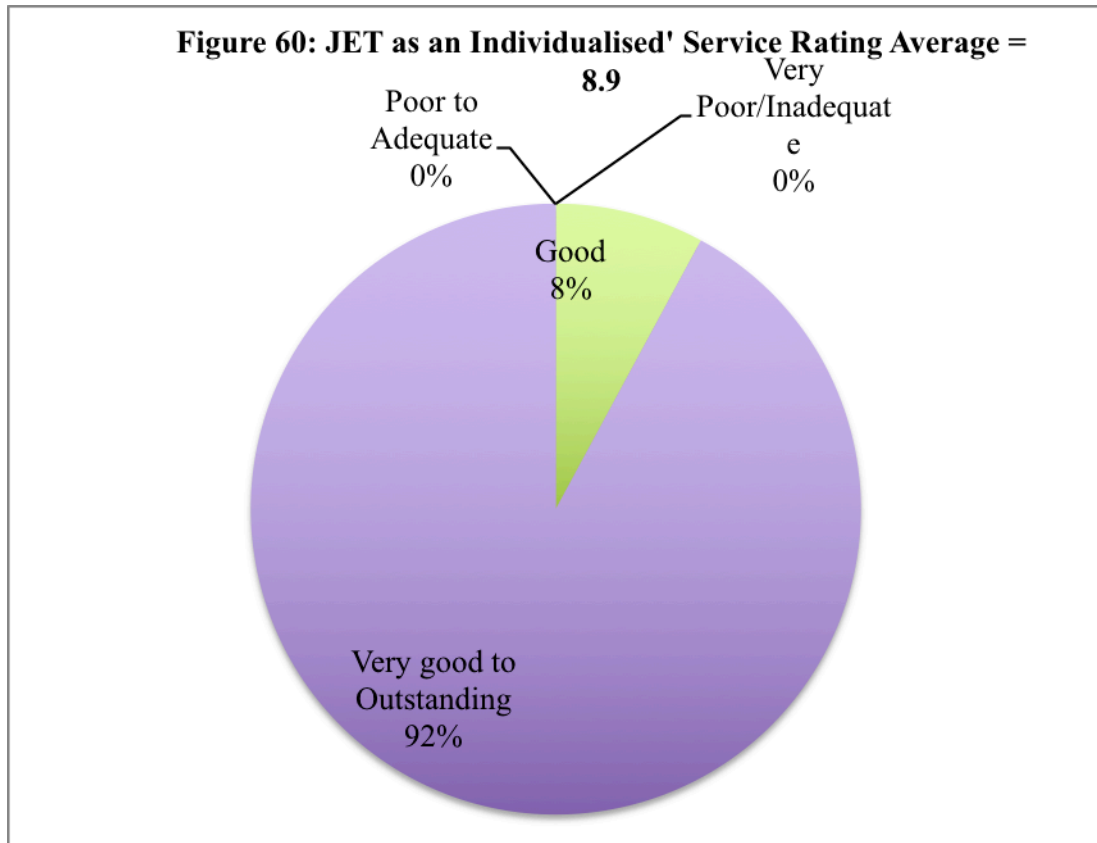
Overall, staff ‘resources’ scored the lowest rating of 6.8 of any of the Likert Scales we applied, meaning that the staff rated this aspect as only ‘good’.

6) How ‘Individualised’ is the JET Service?

We asked the staff we interviewed to rate how ‘individualised’ they felt the JET service is. Figure 60 shows that nearly 9 out of 10 staff (92%) rated this aspect of the service as ‘very good or outstanding’, with the remaining 11% rating this aspect as ‘good’. The vast majority of the staff felt the service used a ‘person-centered’ approach to support the service users citing the number of options available to the service users through JET and that the Vocational Profiling and Employment Support Plans meant people could be matched to activities that suited their own choices and needs.

Some staff pointed out that where service users were unsure of what they wanted to do, there were induction courses and job tasters to enable them to make more informed decisions. Although the ratings for this aspect of the service were high some staff raised concerns that as the service expands and grows and capacity is used there would be less time for one-to-one support tailored to each service users needs. Many staff pointed out that the Acorn site is less accessible for service users who cannot drive with no regular busses running to and from the site.

The staff we interviewed gave an average rating of 8.9 to individualism, meaning they felt this aspect of the service was ‘very good or outstanding’ with 31% of staff awarding this aspect a rating of 10.



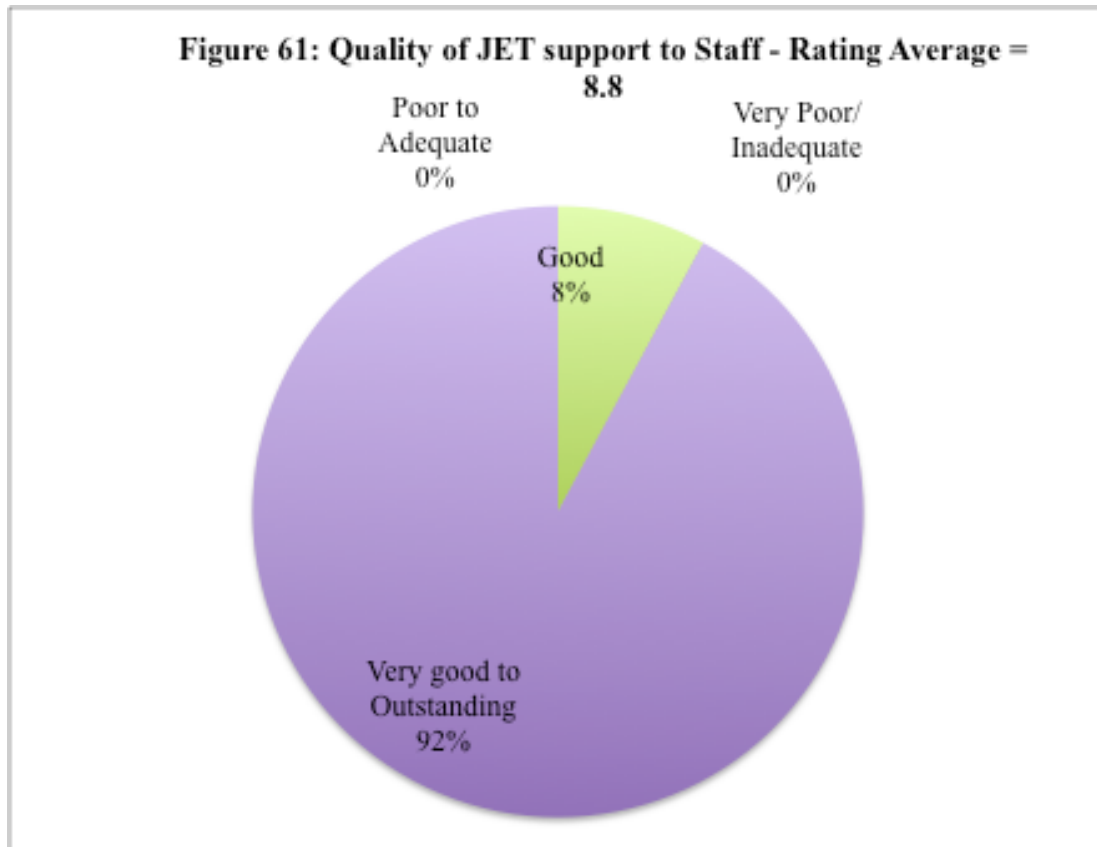
7) Quality of Support to Staff

As figure 61 shows, when we asked the staff to rate the quality of the support they received from JET in their work, the vast majority (92%) rated it as ‘very good or outstanding’, with the remaining 8% rating it as ‘good’. Some staff emphasised the flexibility of JET to recruit extra support either from within the service or from external sources when it was required. Many staff reported that the service had been very supportive of them when personal issues had arisen in their lives, such as family issues, personal illness and around their childcare and parenting responsibilities. Others cited the ‘open door culture’ within JET and the supportive network that existed among their JET work colleagues.

One staff member, who had previously been a service user, summed it up as follows:

“They gave me loads of support when I was a client and this has carried over to my new job at JET. I think there is a very supportive network due to the people we support.”

This was a highly rated area, with staff providing an average score of 8.9, with 24% of staff awarding this aspect 10 out of 10, meaning that overall the staff rated the quality of support provided by JET as ‘very good or outstanding’.



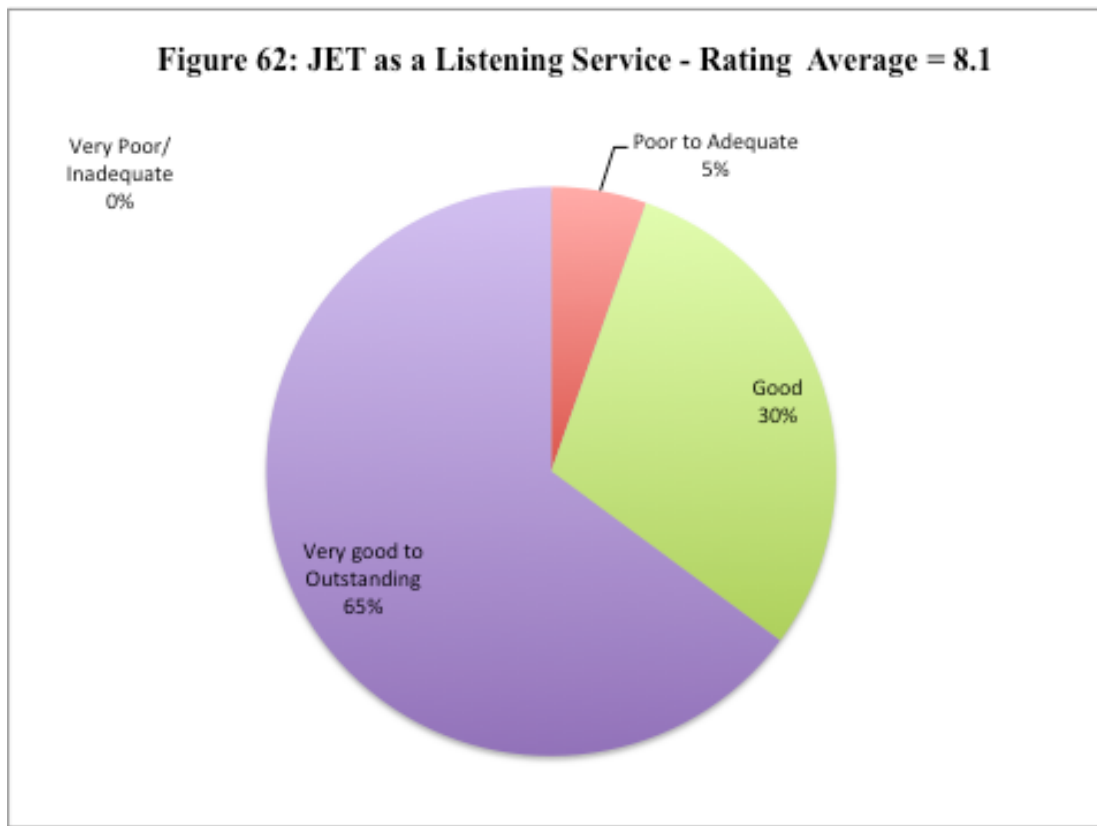
8) JET as a 'Listening' Service

As figure 62 shows, the majority of the staff we interviewed rated JET 'very good to outstanding' (65%) as a listening service. Many staff re-iterated the 'open door policy' within JET, which meant that both seniors and the management team were not only highly accessible and open to listening to staff views and opinions, but actively sought them out.

Although the overall rating was very high for this aspect, there was also a relatively higher proportion of staff who rated this aspect as only 'good' (30%) and a small number rating it as 'poor to adequate' (5%). This was the result of a combination of factors from a small number of individual staff. These individuals made it clear that they felt there was a distinction between the service listening on the one hand and being able to undertake actions due to resource restrictions on the other; with a small number stating that they felt that the service was ok at listening, but sometimes discussions were not followed up and translated into actions. Some staff felt that the bigger the service had become the less capacity there was for this and cited changes in access to senior management and the 'feeling of JET as a family' from how things were before the organization 'became so big'. For a small number this was also identified as one of the perceived threats to JET.

Three staff reported that they felt that they had not had enough of a say in the way the service has developed. This was particularly the case in the development of the Acorn site with regard to the some of the projects being offered and in relation to the way the retail service was evolving. This made them feel that their views and expertise was undervalued. Despite these concerns, the staff interviewed gave an average rating of 8.1 to JET as a 'listening service', meaning that overall, they felt this aspect of the

service was generally ‘very good or outstanding’, with 27% attributing a 10 out of 10 score for this aspect.

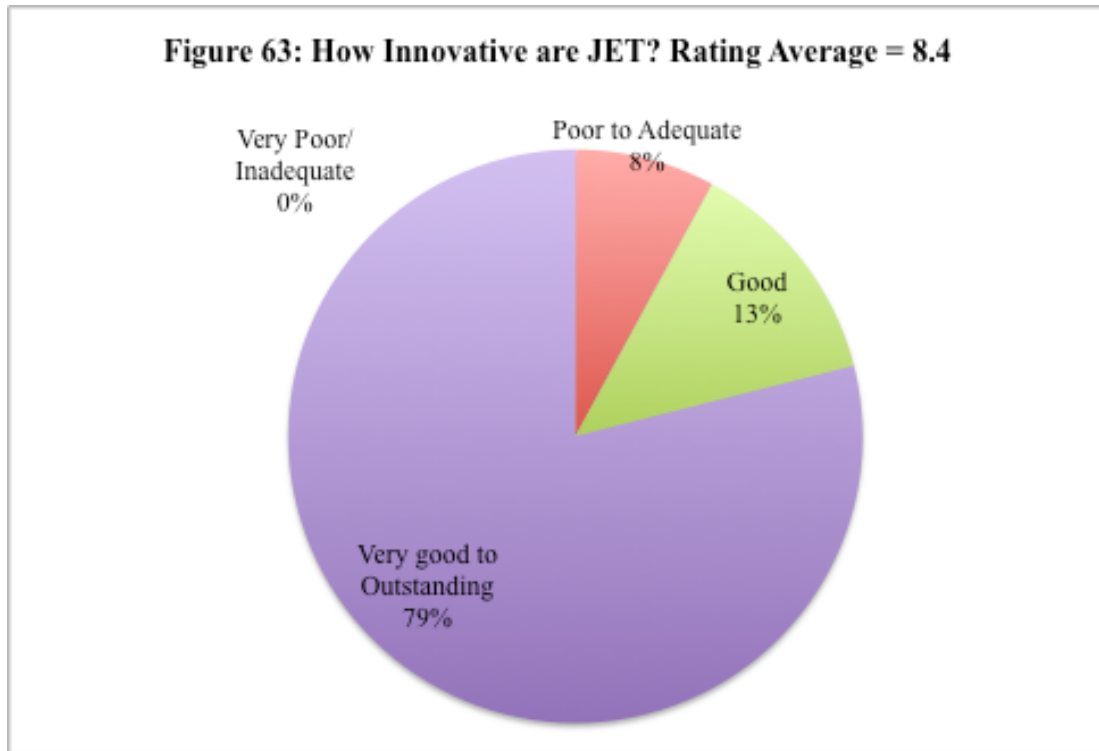


9) How Innovative are JET?

As figure 63 shows, when we asked the staff to rate JET’s ability to innovate and introduce new methods a resounding 79% felt JET was a highly innovative service. Staff referred to the sheer choice and variety of services and activities available to the service users. Nearly all staff referred us specifically to the development of the Acorn site and services and the development of the Woodshack into a financially self-sustaining business and the expansion of the Re-use service into the community-based collection unit at La Collete.

Many also cited the development and expansion of JET’s retail outlets, through the Re-use, Nursery and Woodshack innovations. Other staff referred us to the development of the Transition and Volunteering services strands that were now a regular part of the service delivery, while the ‘Benches Project’ and its contractual arrangements with the SoJ was also cited as innovative.

Figure 63: How Innovative are JET? Rating Average = 8.4



A few staff rated the service as ‘good’ (14%) and a small number as ‘poor or adequate’ (8%). Some staff felt there was more room for ‘innovative marketing techniques’, citing brand development and design, and better use of up-to-date Information Technology and Social Media as two areas for improvement. This supports the views expressed by some employers that JET needed to be more proactive in making themselves known to more employers.

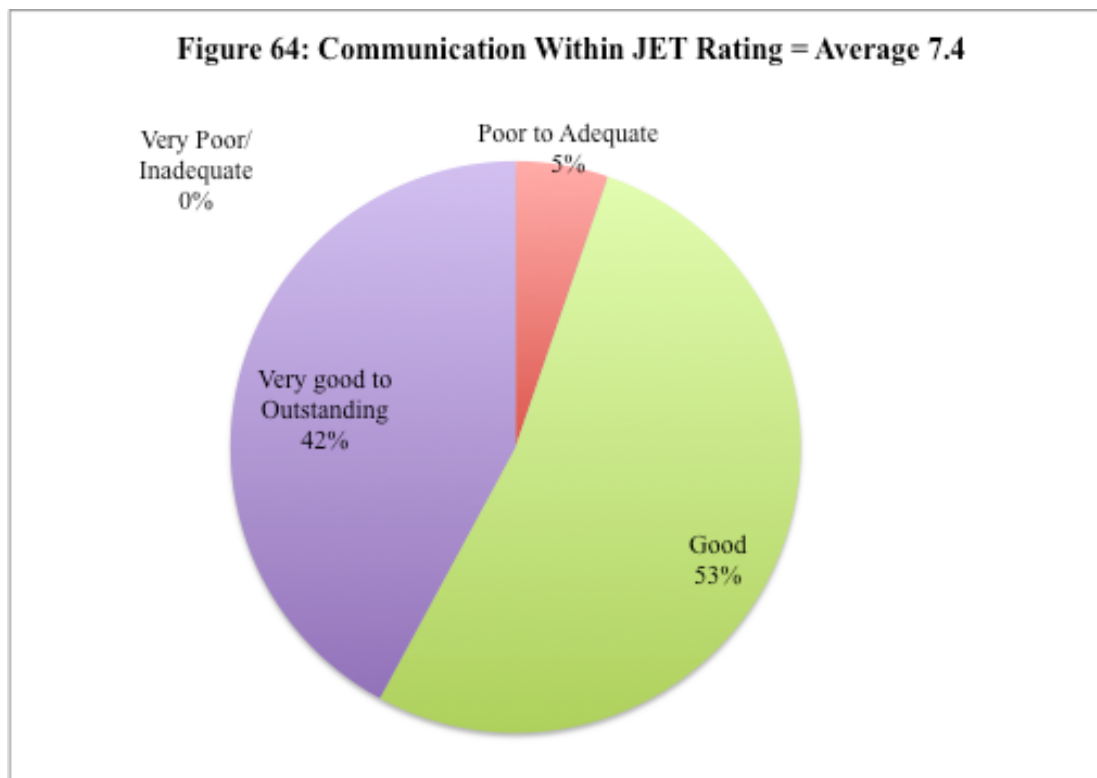
The overall average rating by staff for JET as an ‘innovative’ service was 8.4, meaning that this aspect of the service was considered as ‘very good or outstanding’, with 13% rating this aspect as 10 out of 10.

10) Communication within JET

As Figure 64 shows when we asked staff how good they felt communication was within JET, over half the staff interviewed rated this aspect as being ‘good’ (53%), with 42% rating it as ‘very good or outstanding’. Many staff reported that the regular meetings conducted between staff enabled fluid information exchange and regular team updates on service changes and progress. Some reiterated the ‘open door policy’ that exists within JET making all members of staff more accessible and communication easier.

However, the average rating for this aspect of the JET service was somewhat lower than ratings applied to other aspects. Many staff reported that the employment and Acorn services were ‘separating’ as the service has grown, with each becoming more isolated or disparate from the other resulting in a sense of discontinuity and disconnectedness. Some staff commented that they no longer felt part of the ‘whole’ service, which detracted from their overall sense that they were working for a ‘united’ JET service. This has made it harder for the two groups to communicate with each other and in some instances has led to miscommunication between the services around employer engagement procedures. Some staff reported that information was

not always passed down through the service, in some cases internal vacancies were not being disclosed to the whole team leading to a sense of unfairness and inequality among some staff.



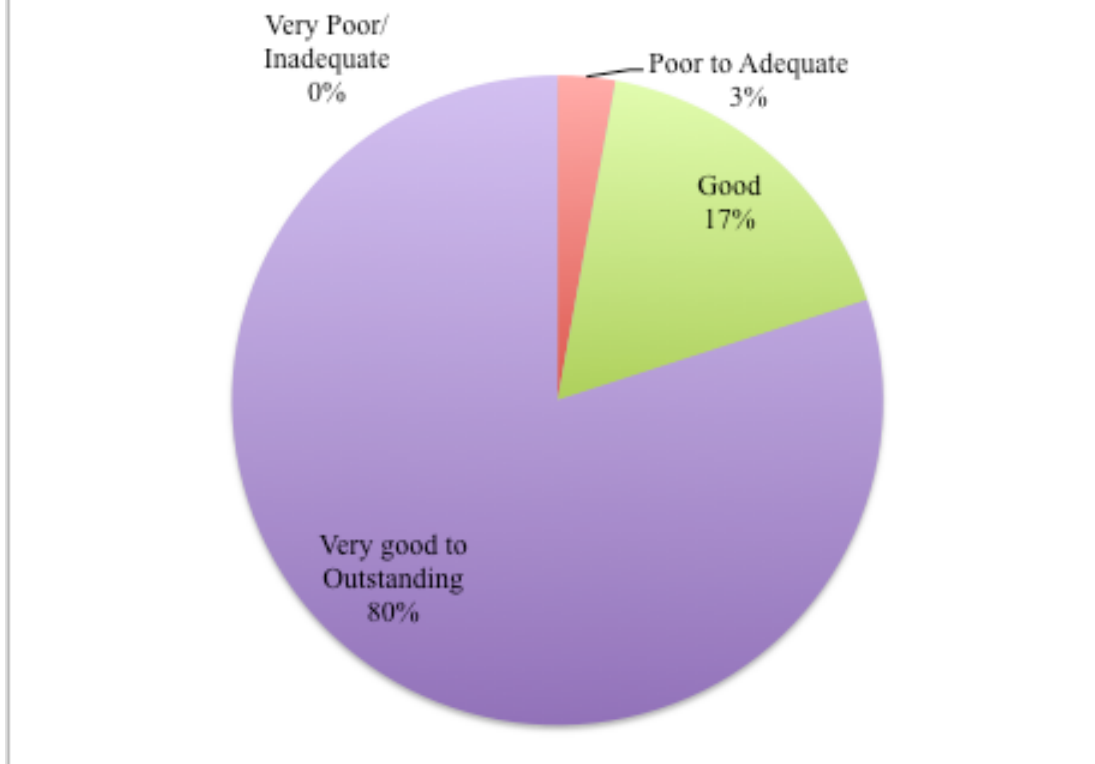
The overall average rating by staff for communication within JET was 7.4, meaning that this aspect of the service considered as only ‘good’, with 13% rating this aspect at 10 out of 10.

11) Jet as an Adaptable Service

We asked staff to rate how adaptable they felt the JET service was in the light of changes to local circumstances, policies and when unexpected changes or problems occurred within the service. As Figure 65 shows the vast majority of staff rated the service as ‘outstanding or very good’ in this aspect (80%). As with the ‘quality of support’ many staff identified the flexibility of the service to provide cover during staff absences, and to re-allocate resources when issues arose as examples of JET’s adaptability.

As with the ‘innovation’ aspect most staff referred to the development of the Acorn site and the expansion of the Projects within the service to accommodate and support a more diverse service user groups, including those furthest from the labour market as an example of adaptability. Many staff also cited the new build as an example of a service adaptation that was in progress. JET has responded to the success of the Re-use services, seeing an opportunity to expand the Re-use facilities and the number of options available to the service users. Many staff also mentioned the speed with which JET had adapted to local circumstances, especially following the procurement of funding in 2012 aimed at supporting more people with mental health conditions and autism into the service.

Figure 65: How Adaptable are JET? Rating Average = 8.4



Some staff commented that service adaptations were sometimes knee-jerk reactions, and that the service could be reactionary, rather than pre-emptive in adapting to new circumstances. A few remarked that the service ‘needed to get to grips with the new ‘Discrimination Act’, so as to be fully prepared for any changes it may bring about in local policy and funding directions.

Overall, as Figure 65 shows, only 20% rated this aspect of the service below 8 out of 10, and with an average rating of 8.4 staff generally rated adaptability within the service as ‘very good or outstanding’. 11% of staff gave this aspect of the service 10 out of 10.

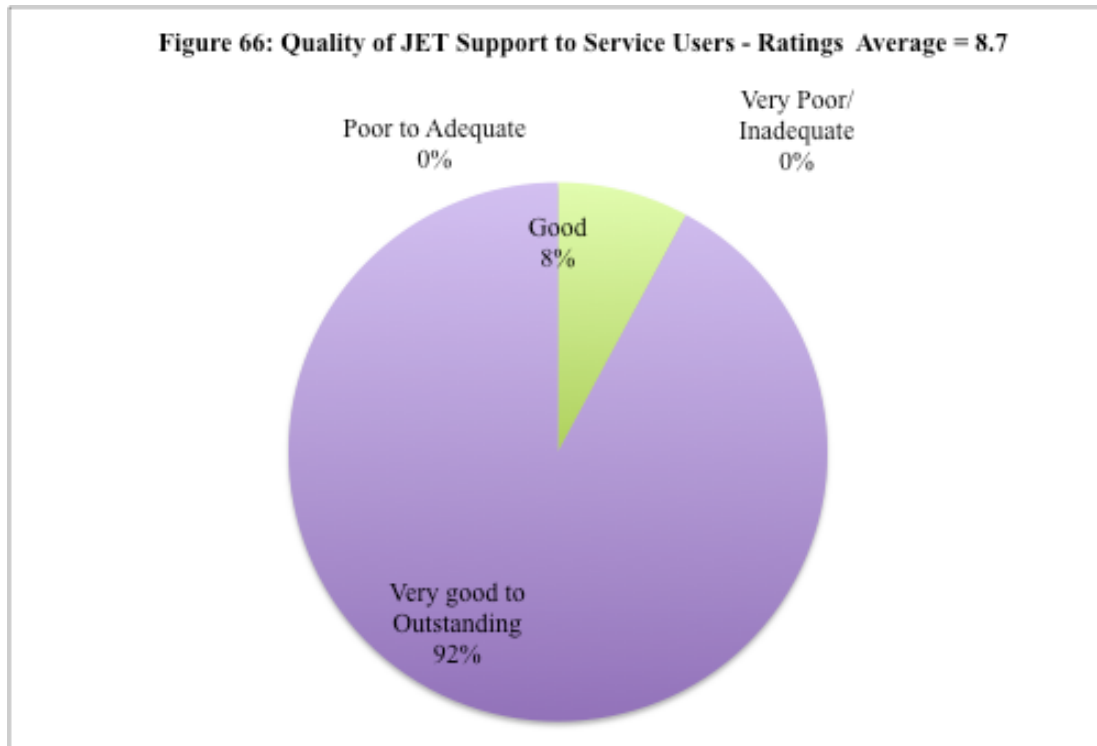
12) Quality of Support to Service Users

Perhaps no two questions reflect the health of the service more than how much the staff rate JET as a place to work and how much they rate the quality of the services it provides to the service users. Figure 66 shows how the JET staff rated the quality of support provided by JET to the service users: It shows that 92% of the staff rated this aspect as ‘very good to outstanding’. Many staff cited the amount of one-to-one support their service users receive if required, while others pointed to the numbers of people who were progressing into paid work with support from JET.

Many staff talked about the ‘wholistic,’ ‘flexible’ and ‘individualized’ way in which JET has been able to respond to people by providing support beyond the purview or scope of JETs services in order to help some individuals better contemplate work and/or move toward that state. Others cited the diversity of options that are available to the service users, with some staff commented that for those with higher support

needs the quality of service provision was outstanding if compared to other services provided for these groups in Jersey. This created a ‘sense of pride’ among staff highlighting yet another reason for the high ratings for job satisfaction.

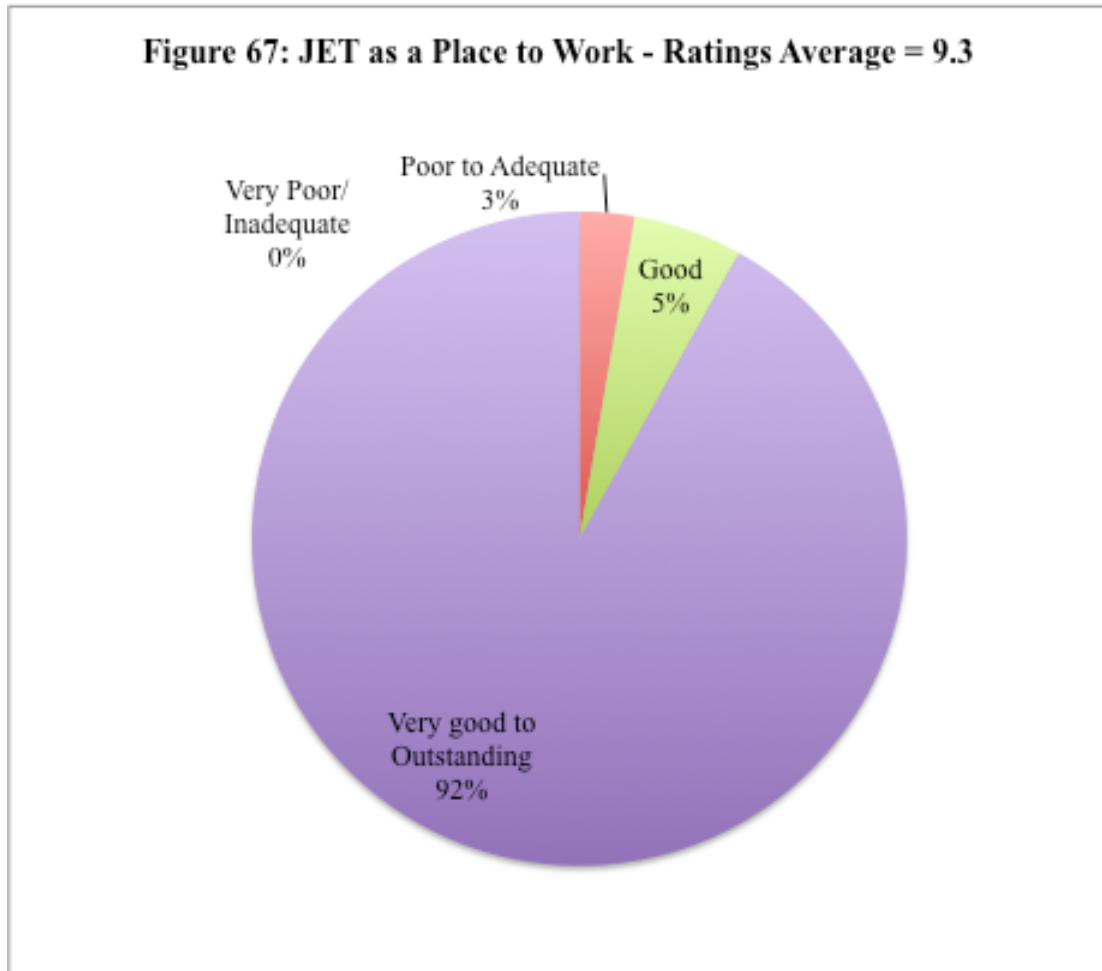
The average rating from the staff for this aspect of the service was 8.7 meaning that overall the staff felt that the quality of support JET provided to the service users was ‘very good or outstanding’ and 16% of all staff rating this aspect as 10 out of 10.



13) JET as a Place to Work

Figure 67 shows how the staff rated JET as a place to work. It shows that 9 out of 10 JET staff rated the service as ‘very good or outstanding’ as a place to work (92%). Staff commonly told us that this was the ‘best place they had ever worked’ and that the whole ethos of the service and its goals were highly compatible with their own views and ambitions in work. Those who said they did not enjoy working in the service were a very small minority. This aspect was rated higher than any other aspect of the JET service (9.3), meaning that overall the staff felt that JET was a ‘very good or outstanding’ organisation to work for, with an impressive 39% of all staff rating JET as 10 out of 10 as a place to work.

Figure 67: JET as a Place to Work - Ratings Average = 9.3

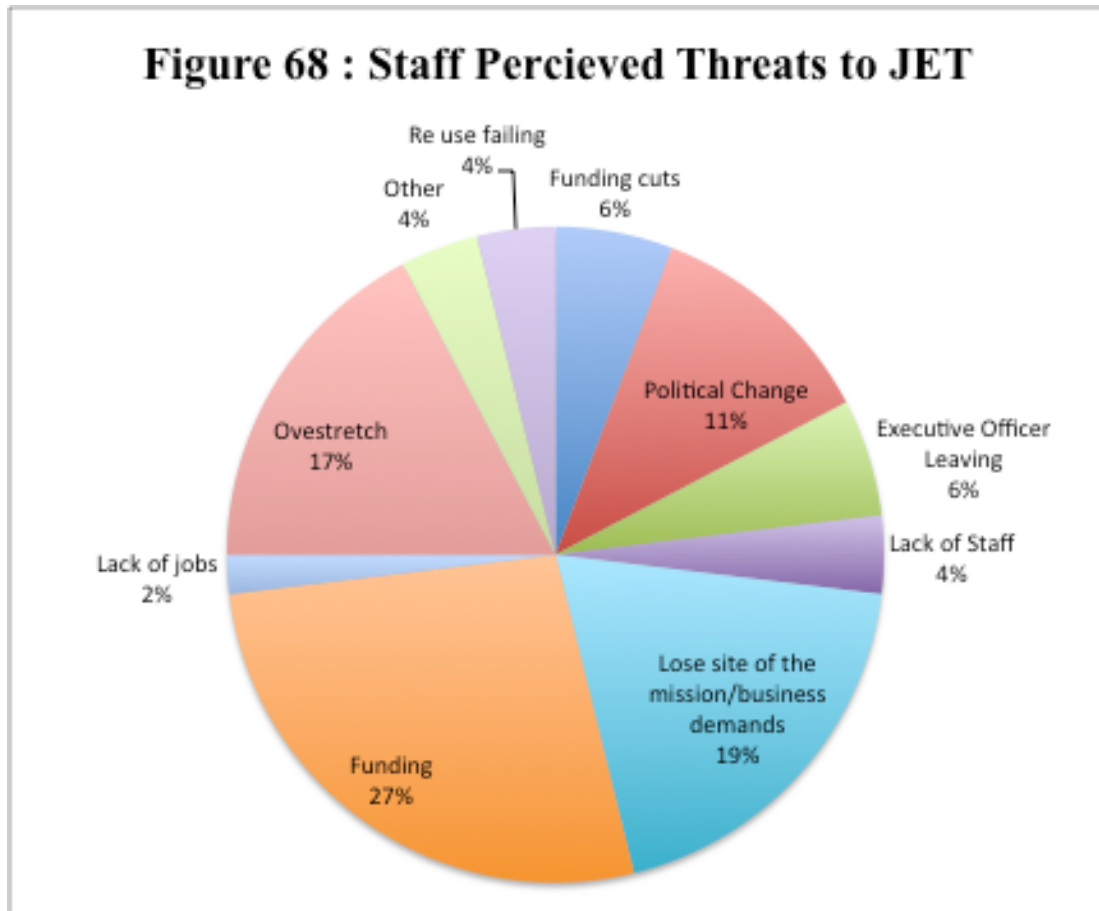


14) Perceived Threats to the JET Service

We wanted to know what staff viewed as the main threats to the existence and progression of the JET service. Figure 68 provides a quantitative summary of the most common views put forward by the JET staff. It shows that the highest proportion reported the withdrawal of funding more frequently as the biggest threat to the service, accounting for 33% of all threats identified. Many staff expressed the desire for the service to become ‘more financial independent and self sustaining’ to reduce the JET’s reliance on external funding sources. However, this was perceived to produce its own dangers and 19% of the threats reported related to losing focus on the main mission statement of JET with many staff reporting an increasing risk that service targets could become focused on financial outcomes, rather than the interests and individual needs of the service users.

Many staff identified the threats they perceived due to constraints placed over the service through its contractual arrangements with Social Security to provide activities for those ‘actively seeking work’. This was resulting in service users being coerced into engagement, rather than on their personal choice, in order for them to remain eligible for social security income support. This often made staff feel uncomfortable and that they were having to ‘police’ service users on behalf of Social Security, threatening to undermine the relationship of trust between the service and its users and many felt this was contrary to JET’s mission statement.

Staff reported that the additional pressure had in some instances, affected the wellbeing of the service users and many identified the positive role that JET had played in acting as buffer and mediator between Social Security and some service users. Those who identified this threat also clearly felt that if it were not for JET undertaking this work many of the service users they support would be pushed even further away from the labour market.



Many staff identified the capital risks involved in developing the new build to expand the Re-use service. This was a cause of anxiety for a number of staff with many feeling that this undertaking potentially carries the immediate threat of failure: This would undermine staff confidence and morale, and threaten service stability and growth.

Figure 68 also shows that 17% of the threats reported by the staff were perceived to be in the speed of development and change within the service. Many staff felt that if growth and change happened too quickly the service would ‘overstretch’ and struggle to keep up with the increase in support required for delivery. Some of those staff undertaking the Re-use project and the new build reported being under immense pressure to make the strategy a success. This presented the real threat of ‘staff burnout’ in some aspects of the service. Many expressed the view that constant growth was not always possible and that there would be a need to be a period of reflection and consolidation within the service at some point.

As figure 68 shows, 12% of all threats reported by staff arose from changes in the political climate in Jersey. Many staff reported that changes in political personnel could lead to changes in policy focus and in local funding priorities. A number of staff felt that one of the biggest threats to the service would be if the Executive Officer left JET, this comprised 6% of all threats reported. While this is clearly an endorsement of leadership quality it also highlights the danger that service stability and progression could be overly dependent on one individual. Examples of ‘other’ threats reported were a reduction in referral numbers, linked to concerns over funding levels; competition from other contractors especially those currently held by JET with the State (e.g., nursery and ‘benches’ contracts) and a lack of planning time due to the rapidity of JET expansion.

15) Changes Suggested by the JET Staff

We asked staff what changes they would make to improve the JET service. As Figure 69 shows 32% of all answers fell under the ‘Other’ category representing a wide variety of suggestions. These included:

- Provide more volunteering activities;
- Hire a Re-use manager;
- Pay support workers more;
- Hire a dedicated retail manager;
- Reintroduce ‘Speak Out’;
- Changes to the local bus service to access the Acorn site;
- Development of an Application (App) that could be accessed by service users to further individualise their journey toward employment.

Although there were a wide variety of changes suggested, there were a number of common themes that arose from the answers provided by staff.

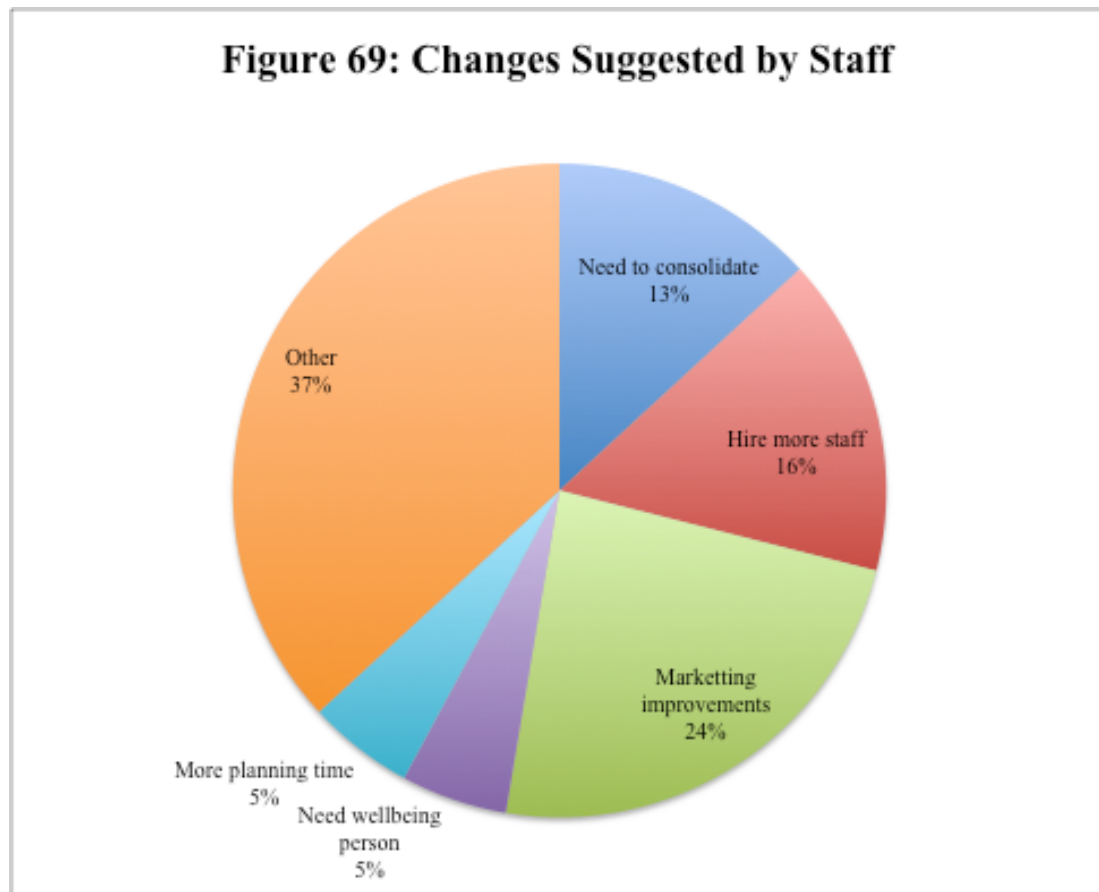
Figure 69 shows that the most frequently suggested change was to reduce the administrative burden placed on the staff, this comprising of 30% of all changes suggested. Many staff reported that the extra demands made to record on excel all the activities of those ‘actively seeking work’ had placed an additional burden on staff that was distracting them from actual service delivery.

Many staff reported that they would hire a new ‘Wellbeing Officer’ to replace the one who has recently left the service. This was deemed important because of the numbers of people who are accessing the service with long-term health conditions who require additional support for which Social Service counselling waiting lists are ‘impossibly long’ as well. The Wellbeing Officer could also be used to develop and implement programs that prevent harm in the workplace.

Some of the changes suggested by the staff were in direct response to their perceived threats posed by rapid and continued service expansion. Many staff urged a change in pace to pause, reflect and consolidate the service at some point (11%). Most suggested that the best time to do this would be following the opening of the new Re-use shop, which is due to open in September 2018. This went hand in glove with the suggestion to increase the amount of planning time available to staff, with 4% of

changes involving an increase the number of support staff hired by JET to keep up with the pace of change (7%).

A number of staff said they would like to see an improvement in the way the JET is marketed citing brand development and design, and better use of up-to-date Information Technology and Social Media as two main areas for improvement. One of the most interesting suggestions for change from staff was the development of opportunities for service users to become self-employed, comprising of 7% of all changes suggested by the staff.



16) Conclusions, Performance Ratings and Recommendations

Overall the views and opinions expressed by the JET staff showed that they had a very clear and shared vision with regards to the service mission and its objectives. This was accompanied by a strong emphasis on person-centered approaches and individualisation backed up by a significant investment in staff development and training. It shows that JET has been a catalyst for developing expertise within the staff team and has been successful in creating a learning environment that encourages the staff to develop their skills and expertise and is open to outside agencies to bring new ideas and innovations. Staff also rated the quality of the supervision and appraisal they received very highly, this occurred in a regular and often flexible manner, with staff valuing the expertise and guidance provided to them and in all but a very few cases, feeling that their views and opinions were being listened to and acted upon.

Staff turnover rates within JET are low, suggesting that the organisation provides for a stable and contented workforce, this being reinforced by staff rating the quality of support they received from JET as excellent and outstanding. JET is clearly a good place to work for the vast majority, with staff feeling 'proud of the service' and rating this aspect higher than any other as 'outstanding'. The staff also felt that the service delivers a highly innovative approach, this going hand in hand with the services ability to react to and adapt to changes in local political circumstances. This was demonstrated not only through the increase in the numbers and diversity of options available to the service users, but also in the effective implementation of business plans to increase financial self-sustainability and reduce the dependency and risks associated with a reliance on external funding sources.

It is also clear that the staff felt that the organisation delivers a high-quality service characterising it as 'wholistic,' 'flexible,' and 'individualised' being based on the each service users choices and personal circumstances. This was underpinned by high amounts of 'quality' one-to-one support time to assist people to realise their potential and is evidenced by the high number of service users progressing into paid work and the engagement in JET activities for a growing number of service users deemed to be furthest from the labour market. This aspect also indicated high levels of staff job satisfaction, which has had a positive impact on JETs low levels of staff turnover.

Although most staff felt the resources provided to them by JET were 'sufficient and very good', the service may want to look at upgrading specific parts of the IT system and assessing the potential for improving the spatial arrangements within the Oakfield Offices and developing a plan to improve some parts of the Acorn building to better accommodate some planned activities. It is also clear that that the comparatively low wage levels left some staff under financial duress, which for some was unsustainable.

Overall communication within the JET team was generally rated as 'good', with open door policies, supervisor accessibility and regular team meetings. Some staff reported that the communication between the employment and Acorn services had diminished, being a likely consequence of the speed at which both services had developed and grown. This was viewed as having a negative effect on information sharing, joint planning and collaboration, and service coherency and cohesion between the two services.

Maybe unsurprisingly, staff identified uncertainties around funding sources as the biggest threat to the JET service. These were felt to be often at the 'whim' of changes in the local political climate and/or local policy objectives and strategies. Many staff reiterated the obvious risks involved in developing the commercial arm of the Acorn service however, most of the staff we interviewed supported this risk taking, as it was viewed as an antidote to counter dependency on external funding for survival and the contractual restrictions these can bring.

The contractual constraints imposed by the 'actively seeking work' contract were a common theme throughout the staff interviews. The service needs to weigh up the advantages to the service users of JET acting as a supportive and trusted buffer between the person and Social Security on the one hand, against the negative effects

these can have on JETs relationship with the some service users and the threats posed to the individuality and wellbeing of the service users on the other.

Finally, staff had concerns that ‘staff-burnout’ was becoming a real and tangible threat within the service and there were calls for a period of consolidation, and staff wide consultation following the expansion of the Re-use service, to focus on the services that exist to allow greater ‘breathing space’ and reduce the threat of staff burnout.

Overall these results demonstrate that JET has performed outstandingly on the following performance indicators with staff identifying room for improvement in the ‘effectiveness of communication’ and the ‘suitability of staff resourcing’.

- ✓ *Coherency of vision;*
- ✓ *Investment in staff;*
- ✓ *Staff expertise;*
- ✓ *Opportunities for promotion and career development;*
- ✓ *Quality of supervision and appraisal;*
- *Suitability of JET resourcing;⁴⁸*
- ✓ *Individualization;*
- ✓ *Quality of support to staff;*
- ✓ *JET as a ‘listening’ service;*
- *Effectiveness of communication;*
- ✓ *Innovativeness;*
- ✓ *Service adaptability to changing circumstances;*
- ✓ *JET as a place to work;*
- ✓ *Quality of Support to service users.*

Recommendations

In accordance with the information collected during the staff interviews we recommend that JET should:

1. *Continue to review its financial capacity to increase the salary levels of staff;*
2. *Develop a plan to invest in the Acorn buildings currently running Project activities to make them more suitable for the activities they are delivering;*
3. *Look to improve its I.T. and internet systems;*
4. *Improve the ergonomics of the Oakfield offices to increase the amount of office space allocated to staff and to allow greater privacy in their work;*
5. *Continue to negotiate with local transport systems to provide a regular bus service to and from the Trinity site and/or explore alternatives such as Acorn running a service;*
6. *Continue to review its strategy with regard to its role within the ‘actively seeking work’ contract with Social Security and actively explore ways to reduce or minimise the threats it poses to the JET mission;*
7. *Identify ways of reducing the administrative burden placed on JET as a result of the ‘actively seeking work’ contract;*

8. *That the service revisits its marketing strategy, pooling expertise within the service to develop marketing materials that make better use of information technology and social media;*
9. *Develop a 'changes paper' with regard to the implications of the new 'Discrimination Act' to circulate to JET staff;*
10. *Identifies more opportunities to bring the employment and T&D staff together for joint information sharing, team building events and meetings;*
11. *Embark upon a period of consolidation, focusing on existing services following the completion of the new Re-use facility;*
12. *That JET looks into the merits of hiring a 'Wellbeing Officer' to replace the one that left in June 2018;*
13. *That JET explores the potential to extend the self-employment option to more service users;*
14. *That JET takes the opportunity to develop successors to the current Executive Officer through mentorship and greater delegation across all levels of the organisation;*
15. *Have the Executive Officer develop a 'how to fly the plane' manual.*

Section 6:

Summary of JET Performance Ratings and Recommendations

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2) Employment Service User Ratings	128
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Based on the evidence from this review, the overall performance of JET is rated as 'Outstanding'. This is based on the weight of the evidence that clearly shows JET has successfully realised the following performance indicators:

1) JET Paid Employment Outcomes: Rating 'Outstanding'

- ✓ *That there is coherency between the roles of Employment staff and the activities and services that are delivered;*
- ✓ *That the pattern of activities delivered within the JET Employment Service reflect best practice approaches as specified in the Place-Train-Maintain approach to Supported Employment;*
- ✓ *That the service increases the number of service users accessing paid employment through the service;*
- ✓ *That the employment opportunities accessed by the service users reflect employment patterns for Jersey as whole including job sectors, hours worked and types of employment contract;*
- ✓ *To increase the representation of people with a mental health condition entering paid employment;*
- ✓ *To increase the representation of people with autism entering paid employment;*
- ✓ *To increase the representation of people with long-term health conditions entering paid employment;*
- ✓ *That the paid employment opportunities take place in inclusive work environments typical of those for non-disabled workers;*
- ✓ *To facilitate and maximise opportunities for career development and support people to sustain work;*
- ✓ *That the service user group is more reflective of the demographics of the local population than was previously the case;*
- ✓ *That the service represents value for money for the Jersey taxpayer.*

2) JET Employment Service User Outcomes: Rating 'Outstanding'

- ✓ *That JET becomes a service of choice for many individuals requiring support to access and keep paid jobs;*
- ✓ *That the service plays a significant role in assisting service users to access and keep paid work;*
- ✓ *That the support provided by the service is highly rated by the service users*

who are accessing work;

- ✓ *That the service users are obtaining jobs that suit their interests and abilities;*
- ✓ *That the service has a positive effect on the quality of the lives and well-being of the service users accessing work.*

3) JET Employer Outcomes: Rating ‘Outstanding’

- ✓ *To assist employers and people in job recruitment and retention situations;*
- ✓ *To develop an effective engagement strategy for employers;*
- ✓ *To increase the number of employers JET works with;*
- ✓ *Employers who have experienced JET’s service will come to them prior to considering going to advertising a vacancy;*
- ✓ *The service will be the service of choice for many people with a disability or long-term health condition who require additional support;*
- ✓ *That employers are contacted through a variety of means;*
- ✓ *That service has developed partnerships with local employers that are ongoing and mutually beneficial to both the service users and employers;*
- ✓ *That the level of contact and support provided by the service meets the needs of the employer;*
- ✓ *That employers are very satisfied with the service from JET;*
- ✓ *That the JET service has become the ‘service of choice’ for many employers;*
- ✓ *That employing a service user has a positive impact on the views of co-workers of people with disabilities.*

4) JET Training and Development Services: Rating ‘Outstanding’

- ✓ *To increase the number of service options offered through the T&D services to the service users;*
- ✓ *To develop community engagement with the service;*
- ✓ *To develop the Acorn site to enable a wider range of activities to occur;*
- ✓ *To increase the numbers of service users accessing the service;*
- ✓ *To increase the representation of people with a mental health condition accessing the service;*

- ✓ *To increase the representation of people with autism entering the service;*
- ✓ *To increase the representation of people with long term health conditions accessing the service;*
- ✓ *To provide an additional service option for those with severe disabilities, and/or furthest from the labour market to those services that currently exist;*
- ✓ *To enable service users to progress from T&D services into paid work;*
- ✓ *To develop the social enterprise component of Acorn to become more financially self-sustaining;*
- ✓ *To develop meaningful and engaging day service alternatives for the service users;*
- ✓ *To develop services that have a positive impact on the quality of life and well-being of those who attend.*

5) JET Training and Development Services User Outcomes:
Rating ‘Outstanding’

- ✓ *That T&D services become the service of choice for many individuals requiring support to progress towards paid work opportunities;*
- ✓ *That the service plays a significant role in assisting service users to engage in pre-vocational activities;*
- ✓ *That the support provided by JET’s T&D services are very highly rated by the service users;*
- ✓ *That the service users are engaging in T&D activities that suit their interests and abilities;*
- ✓ *That the service has a positive effect on the quality of the lives and well-being of the service users.*

6) Acorn Businesses Financial Sustainability: Rating ‘Outstanding’

- ✓ *That the financial predictions and calculations for service growth and development within the service are based on a realistic appraisal of the services current and future performance;*
- ✓ *That the financial predictions made by JET have ‘validity’ in that the predictions are based on the services previous and current financial outcomes and upon a ‘realistic’ appraisal of the services potential to generate surplus revenue;*
- ✓ *That the service demonstrates immediate, short term and long term financial*

sustainability and is not at great risk due to variations in cash flow and to significant (predictable) changes in the conditions of the marketplace;

- ✓ *That financial projections are based on a reduced risk of reliance on external funding sources and streams;*
- ✓ *The extent that predicted financial growth and service development allows the service to sustain its commitments to the service users.*

7) JET Service Purview: Rating ‘Outstanding’

➤ = rated as good but room for improvement

- | | |
|---|--|
| <ul style="list-style-type: none"> ✓ <i>Coherency of vision;</i> ✓ <i>Investment in staff;</i> ✓ <i>Staff expertise;</i> ✓ <i>Opportunities for promotion and career development;</i> ✓ <i>Quality of supervision and appraisal;</i> ➤ <i>Suitability of JET resourcing;</i> ✓ <i>Individualization;</i> | <ul style="list-style-type: none"> ✓ <i>Quality of support to staff;</i> ✓ <i>JET as a ‘listening’ service;</i> ➤ <i>Effectiveness of communication;</i> ✓ <i>Innovativeness;</i> ✓ <i>Service adaptability to changing circumstances;</i> ✓ <i>JET as a place to work;</i> ✓ <i>Quality of Support to service users.</i> |
|---|--|

8) Summary of JET Service Ratings

On the basis of the evidence presented the reviewers feel that, although there are clearly areas that can be developed and improved, JET’s services are ‘Outstanding’ in relation to the outcomes described in Table 9.

Table 10: Summary of JET Service Ratings

Outcome	Rating
JET Paid Work Outcomes	<i>Outstanding</i>
Employment Service User Ratings	<i>Outstanding</i>
JET Employer Ratings	<i>Outstanding</i>
JET Training and Development Services	<i>Outstanding</i>
JET Training and Development Services User Outcomes	<i>Outstanding</i>
Acorn Businesses Financial Sustainability Rating	<i>Outstanding</i>
JET Organisation Purview Rating	<i>Outstanding</i>

9) List of Recommendations

For JET Services Overall

1. *That the service develops a clear set of operational procedures for staff regarding their responsibilities for contacting and negotiating with employers;*
2. *That JET continues to focus on early intervention strategies to enable more young service users to make the transition from education into work at an early age;*
3. *That JET continues to review its financial capacity to increase the salary levels of staff;*
4. *That JET looks to improve its internal I.T. and internet systems across the service;*
5. *That the service develops its data entry and processing systems to more easily report the number of service users in paid work at any one time and the numbers of accessing different service strands;*
6. *That the service develops a clear position with regard to **not** expanding the service to include other people in the NEET group (such as First-time Care Leavers, Young Parents and Repeat Offenders. The reviewers feel this would be detrimental to the service and to the existing client base;*
7. *That the service revisits its marketing strategy, pooling expertise within the service to develop marketing materials that make better use of information technology and social media, including the potential for developing a service user App;*
8. *Identify more opportunities to bring the Employment and T&D staff together for joint information sharing, team building events and meetings to maintain and improve service cohesion;*
9. *Develop a 'changes paper' with regard to the implications of the new 'Discrimination Act' to circulate to JET staff;*
10. *That JET explores the merits of hiring a 'Wellbeing Officer' to replace the one that left in June 2018;*

Specific to Employment Services

11. *That JET continues to review its strategy with regard to its role within the 'actively seeking work' contract with Social Security and actively explore ways to reduce or minimise the threats it poses to the JET mission;*
12. *That JET Identifies ways of reducing the administrative burden placed on JET as a result of the 'actively seeking work' contract;*
13. *That JET makes improvements to the design ergonomics of the Oakfield offices to increase the amount of office space allocated to staff to allow greater privacy and efficiency in their work;*
14. *That JET explores the potential for developing supported internships, supported apprenticeships, supported entrepreneurships' and 'self-employment' to increase the opportunities and options available to the service users;*
15. *That JET makes it a policy to maintain its current practice of not seeking jobs with zero-hour contracts for the service users unless specifically requested;*
16. *That the service looks to broaden its marketing strategy to develop ways to make more employers aware of the JET service;*
17. *That the service should continue to focus on increasing the proportion of permanent to temporary jobs;*
18. *That the service should focus on enabling a higher proportion of women to access paid work;*
19. *That the service remains focussed on efficient job matching procedures to reduce even further the number of jobs deemed 'unsuitable by the service users;*
20. *That the service continues to target jobs in the financial sector and place an emphasis on identifying and matching the talents of the service users against the skills required for those jobs;*
21. *That the service continues to recognise the value of jobs with higher pay, and in sectors with higher rates of pay, to both the person and to the Jersey taxpayer, and seek the best paid jobs possible in line with client wishes;*
22. *That the service continues (within client preferences), to seek jobs that offer larger number of hours of work as these make workers better off and benefit the taxpayer;*
23. *That the service collects information on previous use of alternative SoJ services prior to registering with JET to assist in more accurately evaluating wider savings to the States of Jersey from people entering paid work.*

24. *That the service explores collecting information on employer financial and business costs: benefits to underpin the business case for them employing people who are further from the Jersey labour market with JET's support;*
25. *That the service continues to develop its transition from school to work service offer.*

Specific to T&D Services

26. *That the service embarks on a period of consolidation, focusing on existing services following the completion of the new Re-use facility;*
27. *That the service remains vigilant with regard to the numbers of service users attending the Acorn site to avoid creating barriers to social inclusion;*
28. *That the service gives consideration to developing social enterprises/social firms in the community to address capacity issues relating to the numbers accessing the Acorn site;*
29. *That the service identifies more community-based project activities that take place outside of the Acorn buildings;*
30. *That the service places an additional emphasis toward identifying more work experience activities in the financial sector;*
31. *That JET makes improvements to the Acorn buildings currently running Project activities to make them more suitable for the activities they are delivering;*
32. *That JET continues to negotiate with local transport systems to provide a regular bus service to and from the Acorn Trinity site and/or explores alternatives such as Acorn running a service.*