

THE JERSEY EMPLOYMENT TRUST BUSINESS PLAN 2020 - 2023





Opening Statement

We are very pleased to introduce the Jersey Employment Trust's business plan for the next 3 years. As the Trust approaches nearly 20 years of work, we look back at the many achievements and developments made over the years and the changes which have been made to our structure to ensure the needs of our clients (people with a disability or long term health condition) have been consistently met. We are very proud of the successes and achievements of our Clients and of the staff who have supported them to realise their goals, career ambitions and ongoing development.

During the life of the last business plan JET undertook a major development to its commercial activity at Acorn Enterprise in Trinity which enabled the creation of numerous training and employment opportunities in setting up the reuse function. Reuse has flourished and also delivers a wealth of social, community and environmental benefits.

Since the launch of the last business plan JET has also been independently audited by respected UK consultant's Dr Mark Kilsby, Julie Allan and Dr Stephen Beyer. The result of this audit was extremely pleasing, with JET receiving a grade of outstanding across all seven key performance indicators.

The future holds many challenges, including a changing labour market which means our clients will require diversity of skills and resilience to be able to compete within the labour market. This business plan sets out how JET will assist clients on their individual journey in order that they can overcome barriers and fulfil their employment goals.

We thank all of those who have contributed to the development of this business plan, clients, staff and trustees and look forward to reporting regularly on the progress we make.

Geoff Cook
Chair

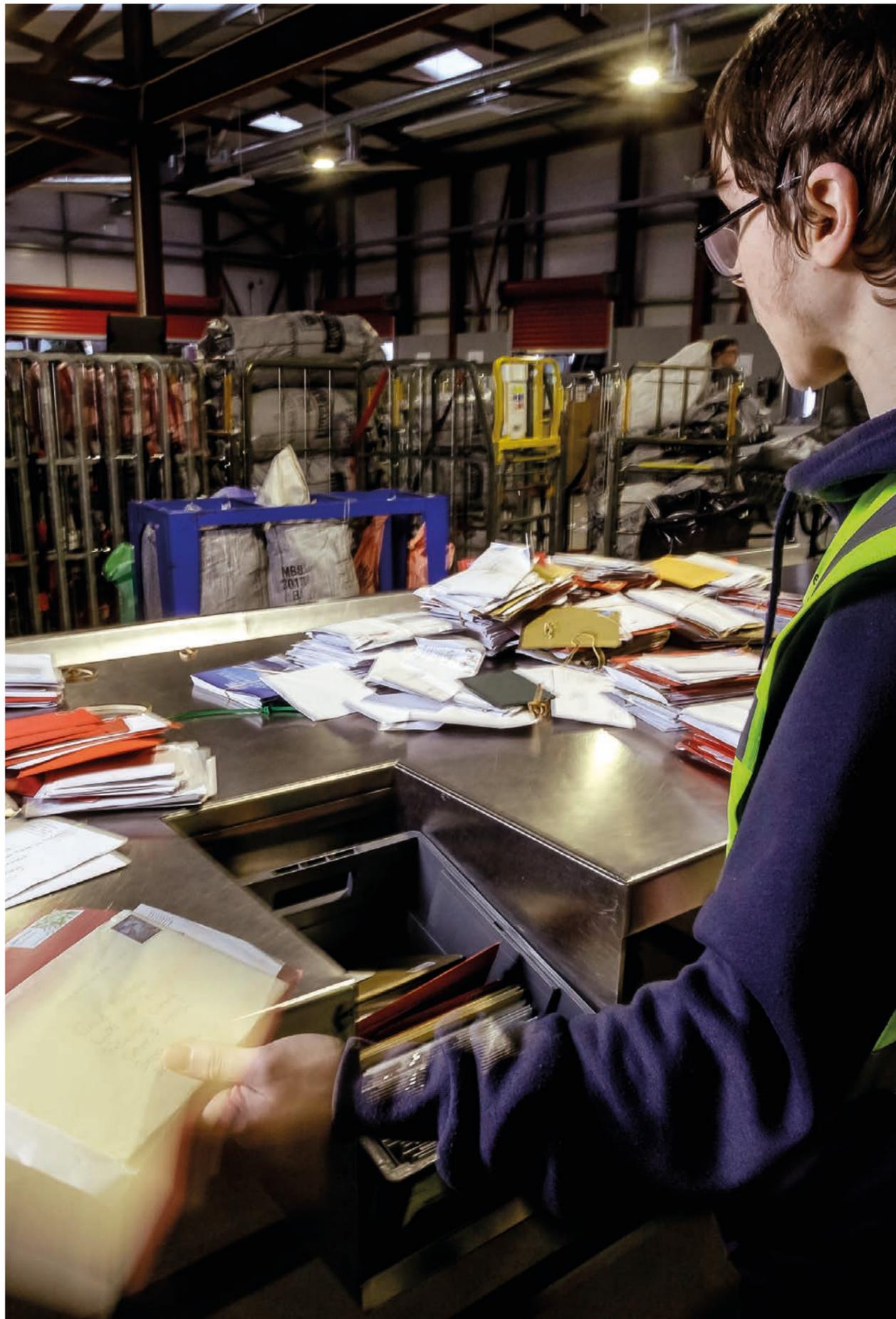
Jocelyn Butterworth
Executive Officer



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.

**Dr Mark Kilsby, Julie Allan
and Dr Stephen Beyer**

Kilsby and Allan Ltd.



Who we are

The Jersey Employment Trust (JET) is an independent charitable trust that provides specialist employment services for people with a disability and/or a long-term health condition (our Clients). We have three main service delivery areas: the Employment Service, Acorn Training and Development and our social enterprise Acorn Enterprises.

JET Supporter

Tina Chatterley
 Psychotherapist, Life Coach
 and Clinical Supervisor

I have had the privilege of working with the clients and the staff of JET and Acorn for nearly 20 years.

I have seen JET evolve and grow from humble beginnings into the amazing organisation they are today.

JET are always responsive to changing and growing the way in which they operate and the services they deliver in order to meet the needs of their client base and to add value to our community.

Despite many changes over the years the one constant has always been the dedication, passion and positive, constructive approach of the staff which makes them an absolute pleasure to work with.

In addition, the attitude and approach of the clients, their courage, determination and pro-active stance in focusing on their abilities and what they can do is consistently humbling. I have seen JET support clients through many and varied challenges with integrity, empathy and a genuine desire to move clients forwards in their journey.

Delivering training and coaching to JET and working alongside the staff and clients has always been and remains to be one of the most rewarding professional relationships I enjoy and I have the utmost respect for them and the invaluable contribution they make to our community.

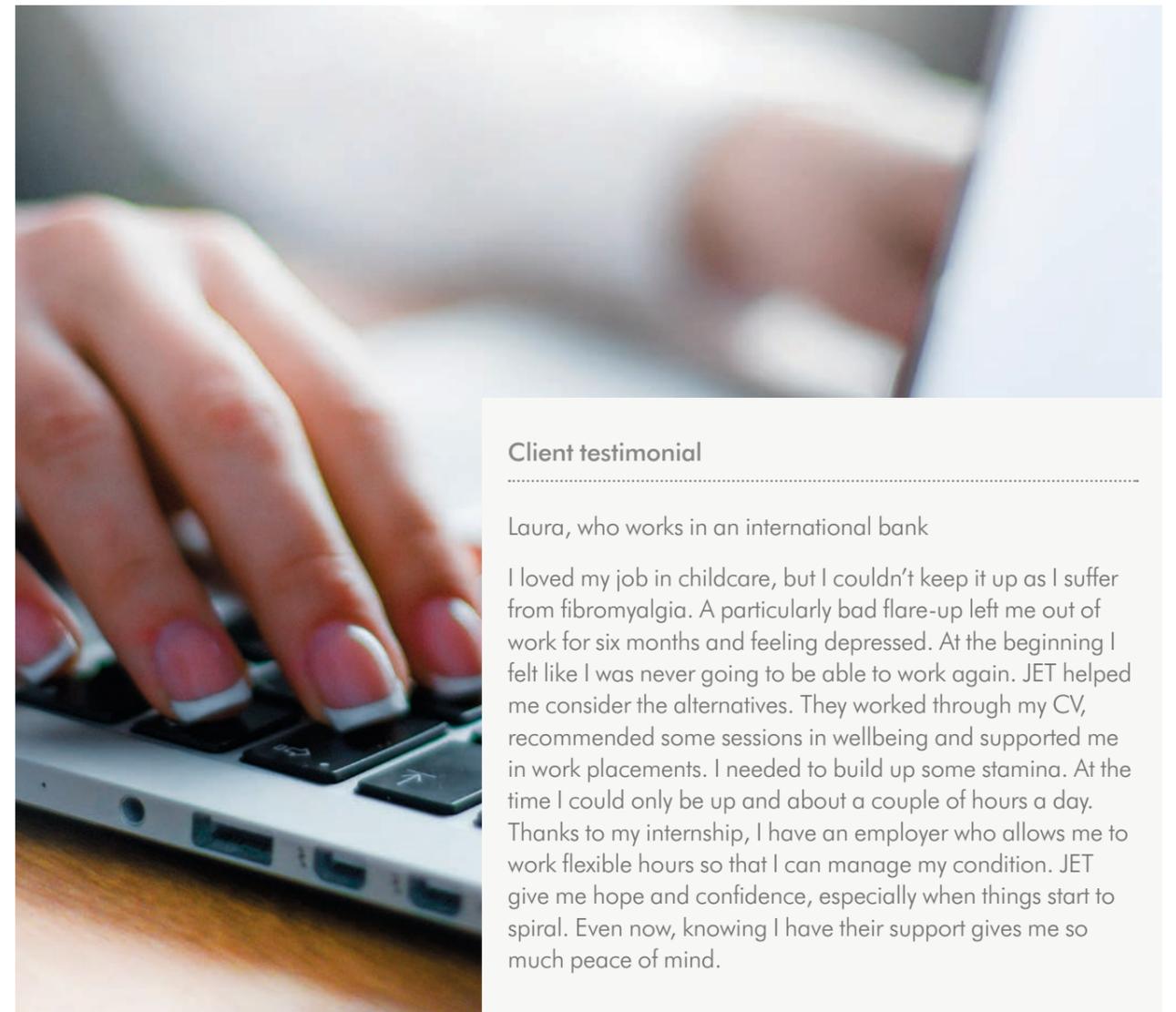
Who we are

Our **Employment Services** work with approximately 300 people over a 12-month period, supporting them with every aspect of finding paid employment. The Service is individually tailored to meet a person's unique requirements and can vary from developing an employment action plan, interview coaching, arranging work experience or internships, to intensive one-to-one on-the-job support. The range of people we support is becoming much more diverse, as are the types of employment we support people to find. Job retention is a large part of our work, supporting both the individual and the employer to overcome barriers that may be present when a person has developed a long-term health condition or is recovering from a significant trauma. We also work with young people who have a Record of Need prior to them leaving full-time education, providing them with a thorough introduction to JET and gathering as much information about individuals to ensure that they have a smooth transition into our employment services when they leave education.

The **Acorn Training and Development Service (ATD)** provides pre-employment training for people who are at varying stages of their development. We assist more than 200 people per year who are unsure what, or even if, paid employment is right for them, providing them with a range of experiences that enables them to make informed choices about their future career. An integral part of ATD is the supported Volunteering Service that enables people to gain confidence and develop new skills in a supported environment. We provide individually supported placements, with a view to people volunteering independently, and small group projects for people who require more intensive long-term support. The main aim of ATD is to give people the required skills and confidence to access JET's Employment Services. In addition, we increasingly offer long-term therapeutic support to aid people in their recovery.



Acorn Enterprises within JET is made up of Acorn Nursery, the Acorn Woodshack and our newest business venture, Acorn Reuse. Most of our business units are based in Trinity at our Acorn site and exist solely for the purposes of providing employment and training opportunities for our Clients. JET also runs a reuse donations facility at the La Collette Household Reuse and Recycling Centre. We offer a variety of vocational training but our main aim is to provide people with the essential generic employability skills that employers require. These include the basics such as punctuality, receiving and carrying out instructions, understanding health and safety, having a positive attitude to work and working as a member of a team. The Acorn Reuse business unit has brought a dramatic change to Acorn Enterprises as a whole. Acorn Reuse removes items that would have previously gone into the waste stream, and sells them in our new facility. This service has expanded the range of skills training at Acorn and increased the overall footfall to the site, which has had a positive impact on trading across Acorn Enterprises while creating numerous employment opportunities. Any future development of Acorn Enterprises will focus on assisting the protection and preservation of the environment.



Client testimonial

Laura, who works in an international bank

I loved my job in childcare, but I couldn't keep it up as I suffer from fibromyalgia. A particularly bad flare-up left me out of work for six months and feeling depressed. At the beginning I felt like I was never going to be able to work again. JET helped me consider the alternatives. They worked through my CV, recommended some sessions in wellbeing and supported me in work placements. I needed to build up some stamina. At the time I could only be up and about a couple of hours a day. Thanks to my internship, I have an employer who allows me to work flexible hours so that I can manage my condition. JET give me hope and confidence, especially when things start to spiral. Even now, knowing I have their support gives me so much peace of mind.



I was unemployed after working for Highlands College as an ad-hoc part-time admin clerk. I started going to JET, learning computer skills and job searching on a Monday. My mobility deteriorated so I found myself at Acorn. I've learnt new skills I thought I could never do such as sewing, making small wooden gifts and upcycling furniture.

Janine

Our values

JET was founded on, and adheres to, a strong value base. The staff and board of Trustees strongly believe that all people with a disability and/or long-term health condition:

- Have talents and potential and can make a positive contribution to society and the economy.
- Have equal rights to the same employment opportunities as everyone else.
- Have the right to be treated with dignity and respect.
- May require additional support and assistance to achieve their goals.
- Can work and all employers can employ someone with a disability given the right Client job match and level of support.

Furthermore, we believe that any project developed to fulfil our strategic objectives must assist in the protection and preservation of the environment.

How we are governed

JET is managed by a board of Trustees which consists of an independent chair, eight other trustees, one of whom who has first-hand experience of a disability. The Trustees meet with the JET Management team on a minimum of a quarterly basis to ensure good governance, agree strategy, and review updates on the progress of the organisation. Individual trustees also undertake work in specialist areas outside of the scheduled board meetings.

Trustee Testimonial – Steph De La Cour

Jersey Employment Trust holds a special place in my heart, so when the opportunity came up I knew I wanted to be a trustee to be able to give something back to the organisation that helped me.

Having a disability or long term health problem can make finding and retaining work much more tricky. JET gave me the confidence to believe I was able to contribute and have a proper job, and helped me 'sell my skills' to prospective employers. I quickly was able to re-enter the workplace, feeling able to request reasonable adjustments and employers not see this as a barrier. Likewise, I didn't have the range of experience the other Trustees had, but was able to develop through JET on the Board Apprentice scheme and become a full board member. Having used the services of JET and experiencing the barriers that many of our clients may face, I can bring a practical approach to the table.

Current position / achievements over the years

JET has made a significant transformation over the last 15 years from providing only sheltered work opportunities, to providing training and supported employment services. An independent external review of JET said that could be considered to be leading the way and amongst the best in the UK and within Europe.

The chart below demonstrates our development over the last 15 years.

Achievements / Indicator	2004	2009	2013	2018
Number of people placed into paid employment and work experience	Paid work 4 Work Experience 5	Paid work 30 Work Experience 73	Paid work 80 Work Experience 99	Paid work 158 Work Experience 83
Number of Clients supported in a year	65 Clients	178 Clients	Over 300 Clients	Over 550 Clients
Client group reflects the demographics of the local population.	Mainly people with a learning disability being supported.	Increase of people on the autistic spectrum conditions, noted lack of mental health Clients.	People with mental health are now main source of referrals. Good spread of Clients across all groups	Pan-disability - good spread of Clients across all groups.
Transition services for young people leaving fulltime education.	No service in place.	Service deficiency identified in Vocational Day Services report.	Transition service in place that works with young people from Year 9.	Services for young people continues to develop to meet the changing needs of young people and a broader range of services.
Quality Assurance (QA) Framework to ensure JET meet standards consistently across the service.	No QA process.	Some QA in place but not standardised.	Full QA framework. Achieved Outstanding Grade in QA inspection by University of Dundee.	Independent QA grant JET Outstanding across all 7 performance indicators.
Quality premises and resources	2 dilapidated Buildings at Oakfield and Acorn; neither fit for purpose.	New purpose built building on Oakfield Site, with excellent resources.	Full redevelopment of Acorn site, expansion of rooms in Oakfield building. New Town centre premises in St Helier. All buildings are accessible and of a high quality.	Further development of the Acorn site to allow for the Reuse function and acquisition of premises at La Collette. All buildings are accessible and of a high quality.

Achievements / Indicator	2004	2009	2013	2018
Risk assessment/ Safeguarding procedures: To ensure we have safe working practices and our Clients are safe and supported through difficult times.	Vulnerable adult's procedure in place/ risk assessment sporadic.	Updated Vulnerable adults mandatory training in place. Risk assessment standardised, across all buildings/ environments, equipment and Clients.	Safeguarding protocols Audited and deemed very good by Sheffield Hallam University. Risk monitoring process at Board level. In-house trained staff to deliver safeguarding training.	Continue to foster high standards of safeguarding and subject to an annual audit by the Safeguarding Partnership Board.
Range of services on offer to meet the needs of JET Clients.	Acorn Nursery and Oakfield cycles on individual sites. No other services in place.	Identified service deficiencies. Vocational Day Services report approved by States of Jersey. Acorn Nursery and Oakfield cycles with new workshop and sales area.	STEPS service exists to meet the needs of all people with a disability who have vocational aspirations. Acorn Nursery and Oakfield cycles on one site.	ATD service developed and integrated Acorn business units provide greater training and employment opportunities.
Employment and training opportunities within States of Jersey (SOJ)	None.	1 or 2 work experience placements.	5 paid employment and 16 work experience. Joint development of Good Practice Guide for employers. Internship programme for JET Clients in development.	3 jobs 2% of overall placements sourced.

We believe all employers can employ someone with a disability given the right Client job match and level of support.



We will excel in all we do, and to achieve this staff and trustees have signed up to five commitments to our Clients, employers and other stakeholders. We will:

- Maximise and promote our clients' potential capacity to move towards employment.
- Provide a quality, professional recruitment and information service for employers.
- Contribute to the wider Jersey community and develop sustainable environmental projects for our clients.
- Maintain effective governance, quality premises and resources which are fit for purpose in the future whilst strengthening our financial position to meet growing demand for our services.
- Enhance our working environment to ensure staff feel valued and have rewarding careers.

Client testimonial

Debbie Farley
Family Nursing & Home Care

JET are leading the way forward in reaching out to employers and successfully job matching their clients who have tailored needs within the workplace. FNHC have been happy to support this charity and hope to continue their relationship with JET in the future.

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I absolutely love my job because I know that we make a massive difference to people. Some people can barely speak when they first get here and within weeks we bring them out of their shell. The other day, a young man came up to me at a garden centre and said: 'I'm here because of you guys. You gave me the confidence and the skills I needed to find this job.'

Martin Jeanne
Acorn Nursery Supervisor



JET objectives to ensure we maintain our commitments

1 Maximise and promote our clients' potential capacity to move towards employment

Core to all Services

- Create a clear pathway towards employment.
- Provide the additional support our clients require to meet their individual goals.
- Assist in the removal of real or perceived barriers about disability.
- Increase the opportunities for young people to reflect their growing aspirations.
- Recognise the importance of working with parents and carers.
- Provide individualised support to encourage independence and confidence.
- Provide supportive environments for people to progress within.

Employment Services

- Through effective assessment to develop a plan / pathway towards employment.
- Facilitate and maximise opportunities for career development and support people to sustain work.
- Support / enable skills development for pre- and post-employment.

Acorn Training and Development

- Maximise an individual's potential, increase their awareness which enables them to make informed choices regarding work.
- Provide an accessible baseline assessment that enables people to discover their strengths / potential and develop meaningful action plans.
- Provide a system / measurement of meaningful progression through distance travelled tools.
- Provide bespoke pathways to enable clients to transition between JET services.

Acorn Business Group

- Provide a range of training options to enable people to develop skills and build confidence.
- Provide a supportive environment that is conducive to learning.
- Actively seek opportunities that expand the skill training base we have to offer.
- Ensure that new projects focus on positive environmental outcomes.

What will success look like?

- ✓ Clients gain employment and economically contribute to society
- ✓ Clients employability skills are increased and they are better prepared for employment
- ✓ Quality Assurance reports demonstrated high quality service is being delivered

2 Provide a quality, professional recruitment and information service for employers

Employment Services

- Develop a clear marketing strategy aimed at employers to increase the number of organisations we work with.
- Promotion of good practice and disability awareness.
- Provide advice and support for employers.
- Assist employers and people in job retention situations.
- Provide a quality recruitment service to employers and supply them with motivated and well trained staff.

Acorn Training and Development

- Equip people with the generic employability skills to provide employers with a succession of motivated and well skilled staff.

Acorn Business Group

- Provide opportunities for people to learn a range of vocational skills that can be transferred into the local economy.



What will success look like?

- ✓ Quality Assurance demonstrates that employers receive a high quality service from the employment service
- ✓ Employers who have experienced JET's services will come back to us before advertising a vacancy and recommend JET services to other organisations

3 Contribute to the wider Jersey community and develop sustainable environmental projects for our clients

Core to all Services

- Increase people's awareness of all JET services.
- Develop further partnership working with other agencies and organisations.
- Promote equity within the community.
- Promote our clients through media and presentations.

Acorn Training and Development

- To support community / not for profit agencies through the engagement of good quality motivated volunteers.
- Projects will align with environmental ethos.

Acorn Business Group

- We will align our activities in accordance with the Island's Carbon Neutral Strategy and make incremental improvements in regard to our carbon emissions year on year.
- Acorn Business Units will be seen as one of the lead agencies promoting Reuse and recycling in Jersey.
- Identify and develop new projects which have environmental benefits whilst increasing the range of skills offered to our clients.

What will success look like?

- ✓ We will actively participate in the protection and preservation of the environment
- ✓ Clients will benefit from partnership working with other organisations
- ✓ Staff and clients will have an appreciation of environmental issues



4 Maintain effective governance, quality premises and resources which are fit for purpose in the future whilst strengthening our financial position to meet growing demand for our services

Core to all Services

- To have an organisational structure that is fit for purpose.
- To become financially less dependent on the States of Jersey.
- Maximise income generation through an effective fundraising strategy.
- Increase marketing activity to make people more aware of JET.
- Review the structure of the board during the life of this plan reflecting on changing needs.
- Build on our existing quality assurance framework to ensure we maintain high standards in all we do.
- Maintain a robust Risk Management framework.
- Ensure that the organisation has the right resources and facilities to continue to meet the current and future demands of the service.
- Administration functions will be fit for purpose and enhance the development of the service.
- Funds available to maintain and develop the service.

Acorn Training and Development

- Tender for funds and additional services.

Acorn Business Group

- Promote the Acorn brand in order that it is known throughout Jersey.
- Maximise income generation without compromising quality of training and quality of products.
- Be known for producing quality products and excellent customer service.
- Build on the success of our business units, by improving our products / range and marketing strategy.



What will success look like?

- ✓ Effective governance is delivered through the JET Board and demonstrated through an independent review
- ✓ All clients can easily access JET premises
- ✓ Financial targets are met which enables planned client engagement to be realised

5 Enhance our working environment to ensure staff feel valued and have rewarding careers

Staffing and Continuing Professional Development

- Enhance our comprehensive continuing professional development programme for staff.
- Review staff levels and caseloads for each service unit.
- Develop and improve Human Resources systems to meet the needs of a growing and diverse team.
- Promote the wellbeing of staff and ensure they feel supported.
- Maintain a culture that enables a positive workplace team.

What will success look like?

- ✓ All staff will have experienced an effective induction and training programme
- ✓ Low levels of staff turnover will continue
- ✓ Quality Assurance reports demonstrates positive team dynamics



Challenges

JET recognises that it operates in a changing external environment and as such will face challenges during the life of this plan. Some challenges might be foreseen and others unforeseen. Challenges which JET might face could include:

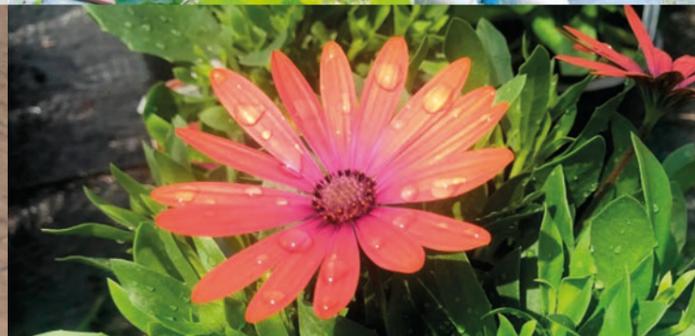
- Changes to the labour market and full employment that may reduce employment opportunities for our clients.
- Future uncertainty of grant funding for non-commercial activity.
- Increased demand for services which outstrips resources.
- Changes in strategic direction by the Government of Jersey.
- Reduction in public donations for environmental projects.
- Increased utilisation of Acorn Enterprises for long-term therapeutic client support without funding.
- Continued limited opportunities for clients to secure employment in the finance sector and the States of Jersey.

JET will continue to monitor and measure its performance against the strategic direction outlined in this plan which will identify such challenges. Under the direction of the Board of Trustees, strategic direction may be adjusted to try to mitigate the negative impact of challenges.





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 The vast majority (83%) of employers said that employing a person through JET had improved the workplace and changed people’s attitudes to people with disabilities for the better.
 Quality Assurance Report





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Jersey Employment Trust
Oakfield Building -
Highlands Campus
La Rue du Froid Vent
St Saviour
Jersey JE2 7LJ

Reception Tel: 788900
Fax: 788901
Email: admin@jet.co.je

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