

**Acorn
Enterprises
Business Plan
2020 - 2023**



*Business
for good*



“

I am in charge of clothes and organising things for the shop-floor. I have a creative mind and it makes my creative juices flow. I am passionate about Acorn – you can be yourself. I have suffered from depression and anxiety for years. My job has helped me become more comfortable with myself. Everyone treats you as a friend.

Edite

We are very pleased to introduce to you the business plan for Acorn Enterprises for the next 3 years. In recent years Acorn Enterprises has gone from strength to strength, helping to increase the number of our clients to develop and enhance their skills and competencies. This has been achieved by them engaging in meaningful commercial activity at our premises in Trinity.

The Acorn Nursery has thrived in recent years and last year saw a record number of plant sales. Acorn Woodshack has benefited greatly from the generous supply of timber from private sector contractors for which we are very grateful. This has enabled the Woodshack to expand its product range for sale to the public. Acorn Reuse is the newest addition to our commercial portfolio. Reuse has flourished and also delivers a wealth of social, community and environment benefits to the Island. However, the construction of the new facility would not have been possible had it not been for the very generous donations made through the community. For this, we are most sincerely grateful.

Our plans for the future are ambitious as we strive to create more opportunities for our clients whilst ensuring Acorn Enterprises does all it can to participate in the preservation and protection of our environment. We aim to enhance our financial position through sound commercial activity, expanding our product range and through an effective fundraising strategy. We also plan to increase partnership working with other local charities to enable greater social good to be realised throughout our community. A particular focus will be to work with charities that support people who are homeless or in crisis.

All of what has been achieved to date has been possible because of the tremendous community support and exceptional financial backing we have received from local businesses and charitable trusts. Furthermore, the hard work of our clients, volunteers and staff has been magnificent and we wish to thank all for their efforts and support.

Geoff Cook
Chairman

Jocelyn Butterworth
Executive Officer



Who we are

The Jersey Employment Trust (JET) is an independent charitable trust that provides specialist services for people with disabilities and long-term health conditions. Amongst other activities, JET operates a number of business units, collectively known as Acorn Enterprises. The main activities at Acorn Enterprises are the Training and Development service, Nursery, Reuse and the Woodshack, all of which operate from premises in Trinity. As a social enterprise Acorn's sole purpose is to provide employment and an appropriate training environment for people with a disability or long-term health condition who require additional support to reach their individual employment goals. As Acorn Enterprises falls outside the auspices of the service contract between JET and the Government of Jersey, it does not receive any grant funding.

Vision statement

As Jersey's largest social enterprise, we provide employment and training for people with disabilities and long-term health conditions. Every penny made is reinvested back into supporting the work of the charity.

**Business
for good**

Who we are



Mission statement

Acorn Enterprises will be a leader in providing training and vocational support for people with disabilities and long-term health conditions through one of Jersey's biggest and most diverse social enterprises. It will also create wider social and community good and have a positive impact on the environment.

How we are governed

Acorn Enterprises, which is part of the Jersey Employment Trust, is governed by a Board of Trustees, which consists of an independent chair and 8 other trustees, with at least one who has first-hand experience of a disability. The Trustees meet with the JET and Acorn management team on at least a quarterly basis to ensure good governance, agree strategy and review updates on progress of the organisation.



The extent that the local community has become engaged with the Acorn site is impressive, realising the aim of establishing a 'reverse inclusion' approach, especially with regard to the numbers of customers accessing the retail outlets of the Acorn businesses. The service has also been successful at increasing the numbers and diversity of service users engaged in the pre-vocational courses.

Dr Mark Kilsby, Julie Allan and Dr Stephen Beyer
Kilsby and Allan Ltd.

Carl Howarth - Trustee

"I am delighted to be a trustee of the Jersey Employment Trust and to have been involved in the expansion of Acorn Enterprises. It is tremendous to see such an increase in services for our clients in recent times which has allowed more and more individuals to develop and enhance their skills and competencies.

The reuse function at Acorn Enterprises is our organisation's newest commercial activity. Reuse builds on the already strong business foundations that have been created by the Acorn Nursery and Woodshack. Reuse also enhances Acorn Enterprises' environmental credentials which results in it playing a major

role in Jersey's waste management strategy. Reuse continues to divert many tonnes of items from the waste stream whilst creating employment and training opportunities for our clients and helping low income families. This is something I think all involved with Acorn Enterprises (trustees, staff, clients and volunteers) should be extremely proud of.

I look forward to continuing to work with the Jersey Employment Trust and to watch it grow and help many more Islanders. Acorn Enterprises is truly "Business For Good".

Our values

JET and Acorn Enterprises were founded on, and adhere to, a strong value base. The staff and board of trustees strongly believe that all people with a disability and / or long-term health conditions:-

- 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.



“

I was off work for four years after I got ill with cancer. I lost all my confidence. I got some voluntary work in a charity shop and then I came to Acorn as a volunteer before I started working here. I have fully recovered from the cancer and I have got my confidence back. I couldn't think of anywhere better to work.

Dione



Business units

Acorn Nursery

The Acorn Nursery specialises in the production of bedding plants and also carries a range of perennials and shrubs. In addition, hanging baskets, pots and window boxes are available to order and knowledgeable staff are on hand to provide advice and assistance to customers.

As well as selling directly to the public, Acorn also serves the Government of Jersey, who are responsible for many of the planters, parks and flower borders around the Island and receives goods from the Nursery in

accordance with predetermined orders under contractual arrangements.

2019 saw the best year for plant sales to date. Sales increased by approximately 20% on the previous year and a number of contracts for bedding plant supplies were entered into with private sector organisations. In addition, the contract Acorn has to supply plants to the Government of Jersey has been beneficial in the Nursery meeting one of its primary objectives, to employ people with disabilities or a long-term health condition.



Acorn Reuse

The Reuse function is a new addition to Acorn's portfolio. Reuse is a concept incorporated into Jersey's household waste management strategy. In early 2016, the Government of Jersey invited local charities to tender for a reuse contract. JET tendered for this contract and was selected as the Department for Growth, Housing and Environment's preferred Reuse Partner.

Reuse is one of the three essential components of environmentally responsible consumer behaviour (the others being Reduce and Recycle and collectively known as R3). The concept behind Reuse is that the community should reuse items as much as possible before replacing them. Items that would have historically gone into the waste stream are redirected to Acorn Enterprises and are then resold to the public. This enables employment and training opportunities to be created whilst helping the environment.

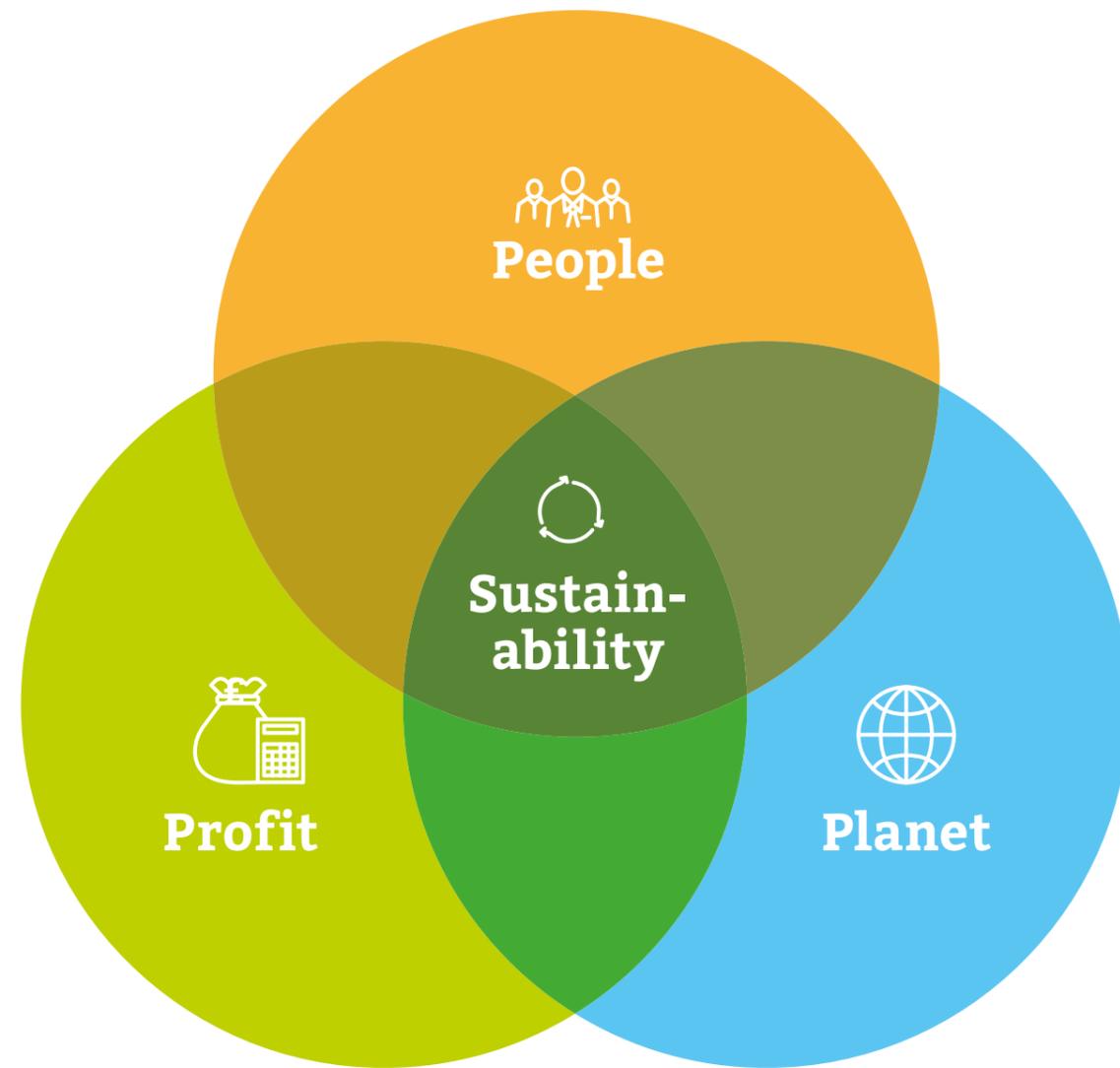


Acorn Woodshack

The Woodshack timber recycling project benefits a wide cross-section of the community. The materials used to undertake Woodshack activities are sourced from the waste stream operated by the Department for Growth, Housing and Environment and private sector demolition contractors. Timber is taken to Acorn to be de-nailed, cleaned, cut to size and racked for sale to the general public. This activity stops perfectly good serviceable timber and wooden furniture from being burnt at the Energy from Waste Plant (EFW). Wood which cannot be creatively manufactured into furniture and other items will be processed to make kindling wood for sale.

Furthermore, it is an environmental initiative which reduces the amount of material imported into the Island, whilst also helping to control local waste and carbon emissions. In addition, it helps to conserve natural resources. Even waste sawdust produced by the Woodshack is processed to create briquettes which heat the Woodshack in the winter months and are also retailed to the public.

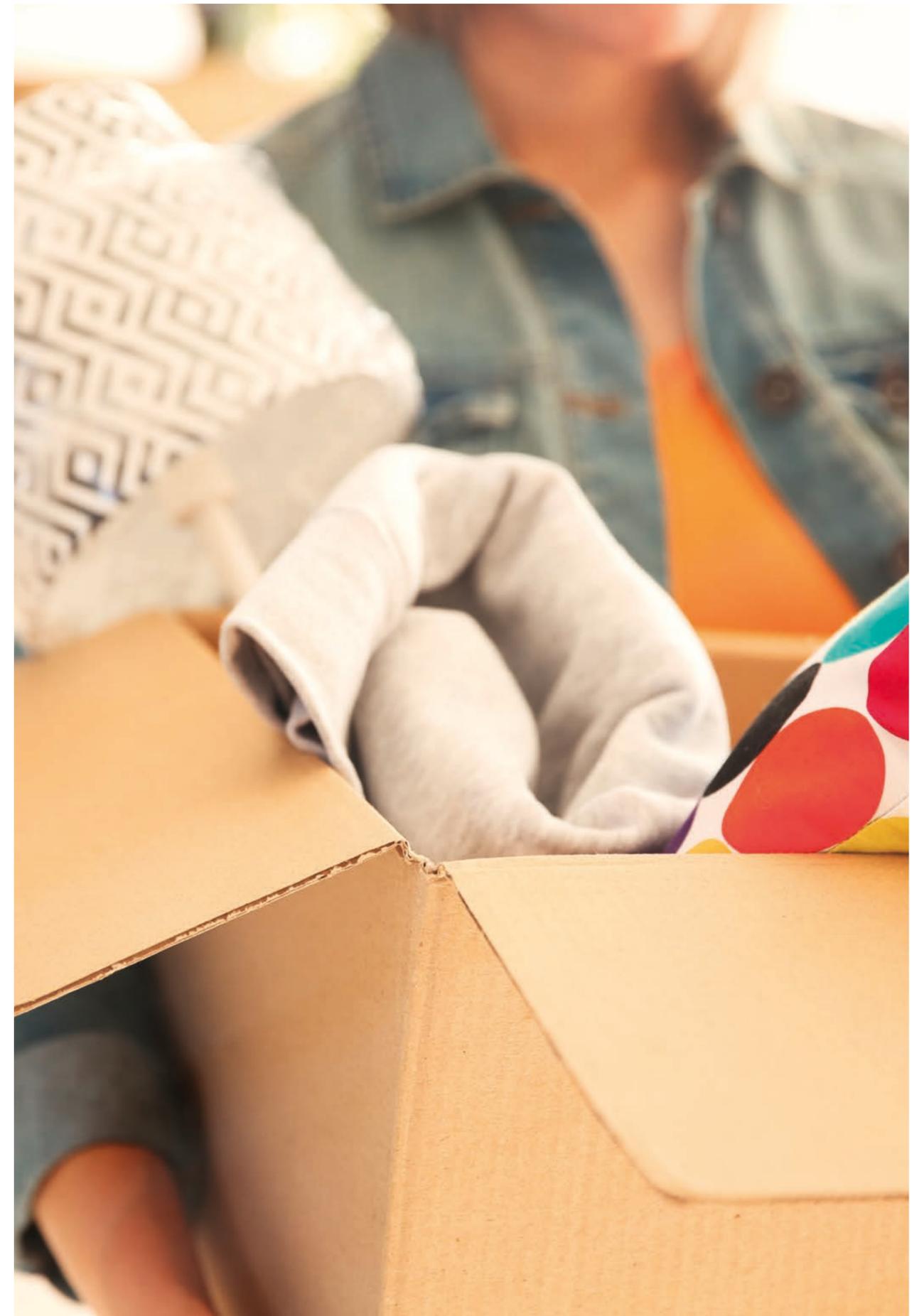




Triple bottom line

Acorn Enterprises, whilst a commercial undertaking, is not solely concerned with financial outcomes. The people in our community and the environmental benefits which can be achieved are very important to

us. We measure our performance and success using a tool called the triple bottom line. This is a measure of sustainability that includes financial, social and environmental performance measures.





Strategic Objectives

Using the triple bottom line as a measure of performance helps steer our strategic objectives. Acorn Enterprises' strategic objectives for the life of this plan are detailed below:

1 PEOPLE

Improve the employability of people with a disability or a long-term health condition and develop working partnerships to achieve greater social good

We will achieve this by:

- Creating employment and training opportunities for people with a disability or a long-term health condition.
- Supporting clients and creating paid employment opportunities.
- Providing a supportive environment that is conducive to learning.
- Actively seeking opportunities that expand the skill training base we have to offer.
- Developing further partnership working with other charities.
- Strengthening relationships with existing partner charities.
- Increasing people's awareness of JET services through an effective marketing strategy.
- Recognising the valued contribution of our volunteers.
- Working seamlessly with other JET services to benefit our clients.

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
- ✓ Clients will benefit from partnership working with other organisations
- ✓ Partner charities will see tangible benefits through joint working

2 ENVIRONMENT

Assist in the protection and preservation of the environment and promote the concept of reduce, reuse and recycle waste

We will achieve this by:

- Contributing to the Island's waste management strategy.
- Increasing people's awareness of Acorn Enterprises.
- Supporting the Island's Carbon Neutral Strategy and making incremental improvements in regards to our carbon emissions year on year.
- Participating in environmental promotion campaigns and educate when the opportunity arises.
- Achieving Eco Active Network Business accreditation.
- Maintaining a culture of continuous improvement through continued working with the Reuse Network.
- Increasing the range of products for retail thereby removing more from the waste stream.
- Identifying and developing new projects which have environmental benefits whilst increasing the range of skills offered to our clients.
- Conducting customer surveys and acting on findings.
- Creating a culture whereby employees actively suggest and participate in improvement.
- Increasing the range of reusable items we offer.

What will success look like?

- ✓ We will actively participate in the protection and preservation of the environment
- ✓ Staff, volunteers and clients will have an appreciation of environmental issues
- ✓ Expansion of product range to increase reusable items
- ✓ Reduction in our carbon footprint year on year



3 FINANCIAL

Ensure there are increased numbers of jobs and opportunities by increasing the financial viability of Acorn Enterprises

We will achieve this by:

- Having an organisational structure that is fit for purpose.
- Maximising income generation through an effective fundraising strategy.
- Increasing marketing activity through our strategy to make people more aware of Acorn Enterprises.
- Being known for producing quality products and providing excellent customer service.
- Expanding business opportunities as they emerge.
- Increasing social media marketing activity to make people more aware of Acorn Enterprises.
- Promoting the Acorn brand in order that it is known throughout Jersey.
- Making Acorn Enterprises an "out-of-town shopping destination".
- Strengthening and increasing public understanding of the relationship between JET and Acorn.
- Developing and implementing a Quality Assurance Framework for Acorn Enterprises.
- Embracing best practice guidance and advice from Trading Standards, the Health and Safety Inspectorate and other relevant authorities and organisations.

What will success look like?

- ✓ Effective governance is delivered through the JET Board and demonstrated through an independent review
- ✓ Increased customer footfall year on year
- ✓ Financial targets are met which enables planned opportunities to be realised



Challenges

Acorn Enterprises 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:

- Threats to the supply of waste timber
- Changes in Government which impact on contractual arrangements
- Increased demand for services which outstrips resources
- Changes in strategic direction by the Government of Jersey
- Reduction in public donations for environmental projects

Acorn Enterprises 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.



Thank you to all our supporters

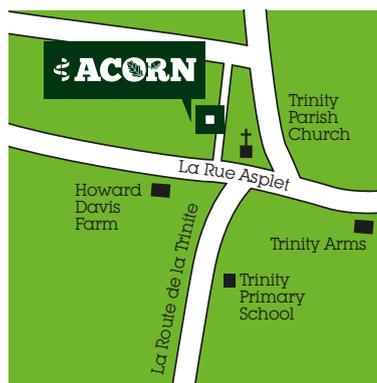
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Jersey Charity Registration Number 158



VOTED 
**National Reuse
Organisation of
the Year in 2018**