

<b>Subject:</b>	<b>Ways into Work Social Enterprise – Annual Review 2016-2017</b>
<b>Reason for briefing note:</b>	To report on the performance of the supported employment provision delivered by Ways into Work (WiW)
<b>Responsible officer(s):</b>	Nick Davies – Head of Commissioning Adults and Children’s
<b>Senior leader sponsor:</b>	Hilary Hall – Deputy Director Strategy and Commissioning
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## SUMMARY

- 1 In March 2015, Ways into Work, the Royal Borough’s award winning employment and training service supporting people with learning disabilities, became an independent social enterprise with the ambition of expanding its operation for the benefit of Royal Borough residents.
- 2 The report confirms that in its second year after the spin out, the service has provided a service to 370 people with a disability living within the Royal Borough. The core contracted services deliver to 126 people who have a learning disability to support them to get and sustain employment; 91 who have Autistic Spectrum conditions and 53 with a mental health need. The growth of Ways into Work has secured a financial benefit of £183,248 in relation to Learning Disability services of cost avoidance.
- 3 The report sets out the targets for the service for 2017-2018 financial year and identifies areas for development

## 1 BACKGROUND

- 1.1 In March 2015, the Ways into Work supported employment service was spun out as a social enterprise in order to have greater freedoms and flexibilities to expand the service, by accessing additional funding streams.
- 1.2 A five-year contract was agreed with the Ways into Work Social Enterprise with a number of targets. All the targets for the second year have been achieved, see table 1.

**Table 1: Ways into Work targets and achievements**

Target / Output	Baseline (2014/2015)	Year 1 Achievement (2015/2016)	Year 2 Target (2016/17)	Year 2 Achievements
a) Expand the number of employers providing employment	50 employers	Two additional employers – 0-1 additional per quarter.  57 cumulative	Two additional (0-1 additional per quarter)  54 cumulative	Numbers of new employers supported:  22 new Employers  76 cumulative
b) Support increased number of RBWM residents		13	Seven additional (1-2 per quarter)  14 cumulative	39 new referrals  53 cumulative
c)				
d) i. New funding / markets assessed. Securing additional contracts to provide a sustainable and resilient service.		2	One new funder cumulative	Two confirmed new funders:  West Berkshire Council  Berkshire College of Agriculture (BCA)  Hampshire CC
ii. New income generated		£148k	<i>*Future targets past March 2016 will be agreed with the Purchaser within three months of this date.</i>	
d) Demonstrate Adult Social Care (ASC) Cost Avoided based on the amount of day services or 121 support that people would require if they were not in employment calculated by the social care team on an		£40k avoided	£4k avoided  £8k cumulative	£183k avoided

Target / Output	Baseline (2014/2015)	Year 1 Achievement (2015/2016)	Year 2 Target (2016/17)	Year 2 Achievements
individual basis. ( Details in Appx 2)				
e) Number of people supported into paid employment per year (Reporting and data captured should support the Local Authorities statutory reporting of ASCOF measures 1E & 1F).	People with a Learning Disability: 69  People with Autistic Spectrum Condition: 20  People with a Physical Disability: 9  People with a Sensory Impairment: 6  People with HIV: 6  <b>Total: 110</b>	83 people supported into employment, compared to a Learning disability cohort of 334 = 24.8% compared to last year which was people compared to 327.	Five additional (one-two per quarter)          120 cumulative	31 new people  Learning Disability 18  Autistic Spectrum condition 11  Physical Disability 1 ASCOF figures for 16/17 are yet to be calculated.
f) Percentage of people who have retained employment (post 20 weeks) *excluding death.	75% of all new jobs	100% of all new jobs	75% of all new jobs	85% of all new jobs
g) Number of people in retained employment now not requiring support or significant reduction of 10 hours less ongoing support	10	12 (three per quarter)	12 (three per quarter)	Waiting for information from ASC.

## 2 DETAILS

- 2.1 The individual outcomes for residents delivered by the service are detailed in Appendix 1. Case studies demonstrating some of the success stories Ways into Work service has achieved are available at <http://waysintowork.com/news/>
- 2.2 The contract value is £216k per year for five years from 1 March 2015, totalling £1,081,756 across the contract period. It was anticipated that this would provide savings over the five years of the contract of £18.5k. In addition, it was anticipated that there would be cost avoidance benefits based on expensive day services not being required because people with a learning disability would be in employment. The savings are on track for delivery and the cost avoidance has been delivered, see Appendix 2 for details.
- 2.3 Ways into Work has, as promised, won new contracts:
- **Elevate**- Ways into Work are a partner within the RBWM Elevate offer for young people aged 16-24, all the evidence shows that while youth unemployment in the region is low, individuals with protected characteristics remain significantly under represented within the workforce. Ways into Work are applying the bespoke, targeted approach to meet the needs of those young people, who are unable to access main stream routes to employment. Elevate RBWM are currently exceeding the targets around numbers of people with a Disability into Employment.
  - **Elevate Berkshire**- Ways into Work were commissioned separately and are providing match funding for the Berkshire wide program and supporting 100 young people across the Berkshire region who due to a disability or disadvantage have been unsuccessful in gaining employment through other interventions. Ways into Work have a small dedicated team of people working across East and West Berks. Elevate Berkshire is exceeding the targets around numbers of people with a Disability into Employment and therefore Ways into Work will be flexible in helping to achieve the other targets which require targeted support.
  - **Manor Green School**- Ways into Work are commissioned directly by MGS to deliver supported Employment services to their key stage 5 students. This work is now cited on the Preparing for Adulthood website as an example of best practice and the video is used within training sessions <https://www.youtube.com/watch?v=dvdVZWeZ4Qs>. The school has seen great success in individuals gaining Saturday jobs, part time work, Supported Apprenticeships and full time paid employment.
  - **Ways into Work** are in the process of setting up the first Supported Internship within the Borough, working in partnership with Manor Green School and a major local employer.
  - **Hampshire CC** have commissioned Ways into Work to deliver supported employment to Adults with a Learning Disability throughout the county. The contract has been set up so that other areas of Adults or Children's services could add onto the contract in the future. The team are now actively working in the area and have already achieved positive outcomes for individuals living in the county.
  - **Dove House School**- On the back of the great success that has been achieved with Manor Green School, Ways into Work have been commissioned to work in collaboration with the school to support six young people into paid employment..

- 2.4 The priority for the first year has been to ensure that Ways into Work provides a good quality service for the direct benefit of Royal Borough residents in the medium term. Accordingly, profits have been used to:
- Ensure there is an operating reserve.
  - Increase the support available to staff working with residents.
  - Employ a young resident with a disability as an apprentice.
- 2.5 This has benefitted the Royal Borough through the increase in the number of people supported. The value of this benefit has been calculated as 2.5% of the contract value, approximately £5k.

### 3 NEXT STEPS

- 3.1 Targets for the remaining years of the contract have been set, see table 2.

**Table 2: Targets for the remaining years of the contract**

Target / Output	Year 3 (2017/18)	Year 4 (2018/19)	Year 5 (2019/20)
a) Expanding the numbers of employers providing employment	Two additional (0-1 additional per quarter) 56 cumulative	Two additional (0-1 additional per quarter) 58 cumulative	Three additional (0-1 additional per quarter) 61 cumulative
b) Support increased number of RBWM residents	Seven additional (1-2 per quarter) 21 cumulative	Seven additional (1-2 per quarter) 28 cumulative	Seven additional (1-2 per quarter) 35 cumulative
c) i. New funding / markets assessed.  ii. New income generated	Two new funders cumulative  *	Three new funders cumulative  *	Five new funders cumulative  *
e) Adult Social Care (ASC) cost avoided	£4k avoided £12k cumulative	£4k avoided £16k cumulative	£4k avoided £20k cumulative
f) Number of people supported into paid employment per year.	Five additional (one-two per quarter) 125 cumulative	Five additional (one-two per quarter) 130 cumulative	Five additional (one-two per quarter) 135 cumulative
g) Number of people who have retained (post 20 weeks) employment *excluding death	75% of all new jobs	75% of all new jobs	75% of all new jobs
h) Number of people in retained	12 (three per quarter)	12 (three per quarter)	12 (three per quarter)

Target / Output	Year 3 (2017/18)	Year 4 (2018/19)	Year 5 (2019/20)
employment now not requiring support / significant reduction of 10 hours less ongoing support			

- 3.2 Any new entity will face challenges and as part of the annual review, Ways into Work identified some ways in which the Royal Borough can work alongside it without additional financial investment, in its role as a local employer:
- Through the Local Area Framework in championing the business benefits of employing people with a disability.
  - For the council are in a position to connect Ways into Work with local business to enable them to begin developing more relationships at a strategic level.
  - Promoting Supported Apprenticeships and have been cited by Learning and Work institute as an example of innovation.
  - RBWM have applied for the DWP funded proof of concept for Supported Employment and are expecting to hear by the end of June 2017. This pilot project would enable the service to demonstrate the wider savings that can be made to the overall welfare benefits budget and on an investment to save program.

## Appendix 1 – Case Studies

**J.W** is a young man who attended Manor Green School, he found the school environment challenging and had high levels of absence. His prospects were not looking hopeful and there were concerns that he would be able to sustain school until the end.

Ways into Work began working with J.W and he rarely missed a session with the team. They got to understand his aspirations and realised his passion lay with horticulture. However due to his ASC he had been informed in the past that this wouldn't be possible due to his communication.

Ways into Work set up a targeted work experience placement for him in Dorney, with a clear development plan in place around skills that needed to be developed to support his career aspirations. J didn't miss a single session at work experience, although his attendance at school remained low. During this time, he built up his skill set and we could identify his strengths.

It was clear that JW had a talent for identifying plants and his communication skills around this subject developed. Ways into work set up another work experience placement within HomeBase to enable him to gain experience in a busier more commercial environment.

Running alongside this he was supported to gain a weekend job at LEGOLAND Windsor Resort within the Park Presentation team. This gave JW the opportunity to further develop his communication skills and realise that he was in fact good at communicating with the public.

JW left school and went onto college to undertake a work preparation course and Ways into Work continued to work with him through the RBWM contract. During the first two months of college Ways into Work began working with the Homebase academy and spent considerable time working collaboratively with them around a pathway for J. The family decided that because of his employment options that they didn't need any input from Adult Social Care at this time.

After several assessments {supported by Ways into Work} J was offered a place on the academy. This opportunity has seen him staying away from home for the night, meeting lots of new people and discovering that Education can also be fun.

JW says that he loves his Job, feels hopeful for the future and without Ways into Work doesn't know what he would be doing now.

**DN-** A gentleman with ASC known to Adult Social Care. D had been supported by Ways into Work to gain employment within an office environment but was sadly made redundant at the end of 2015. D became low in mood and was concerned that he would have to remain on benefits and would be out of work for the rest of his life. Ways into Work continued to work with him and helped to build upon his past employment experiences and helped him to feel positive about the future again.

It became clear that DN had an amazing knowledge and passion for Aeroplanes and could recall flight information without looking it up. DN is personable and friendly person, who with structure, works well in a team.

Ways into Work started engaging with Heathrow and their partner organisations and through this were connected to Omniserve. Heathrow academy worked with Ways into Work to help to advocate a different way of recruiting and DN was supported by Ways into Work at every stage. DN was the only person in the interview that could answer 100% of questions and was successful in being offered a job. Ways into work have provided the job coaching support needed to enable DN to access and have helped the employer with reasonable adjustments. He is now working in the airport, has come off benefits and is very proud to work in one of the busiest airports.

**CE-** Gentleman with a Learning Disability referred by Adult Social Care. C had always said he wanted to work in the care sector but didn't have an experience or at the time of referral the maturity to take on such a role. Ways into Work supported him with a development plan to help him work towards this aspiration. In 2013 Ways into Work supported him to gain a part time job

at LEGOLAND Windsor resort within the food and beverage department and this provided C the opportunity to work in a team, develop his interpersonal skills and earn some money. C worked for two seasons and during this time developed a level of maturity and decided he wanted a more permanent role. Ways into Work engaged with a school in Slough, where he gained a job as a Lunchtime Controller. This was an opportunity that gave C the chance to work more directly with people and again to further gain the experience he needed to work within a care setting. C grew in confidence and decided after 18 months that he wanted to move on, he left this role well regarded and as an organisation feeling confident about employing someone with a disability again in the future.

Ways into Work had been working with Manor Green School, supporting with their on-going recruitment and a position for Lunchtime Support Assistant came up. CE was supported to attend a volunteering day, which gave him the opportunity to demonstrate his competencies and he was offered the position. C is amazing with the young people and is highly respected by his colleagues. C says he is now in his Dream Job.