

Employment supports
The evidence
People with higher support needs

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Our presentation

- We had to use lots of words. This is because we have a lot to say and we want to answer all your questions. Sometimes research needs lots of words.
- We will talk about everything that is written on the slides.
- **Look for the words in red**

It is important to start with ...

- Received 70 returns in total
 - Caveats:
 - Self-reported
 - No common definition of an employment outcome
 - Monitoring data very varied (e.g. gender, age, levels of impairment)
 - Things not included / collected:
 - Hours worked
 - Payment received
 - Sector work is in
- 70 services told us what they are doing**

The headline

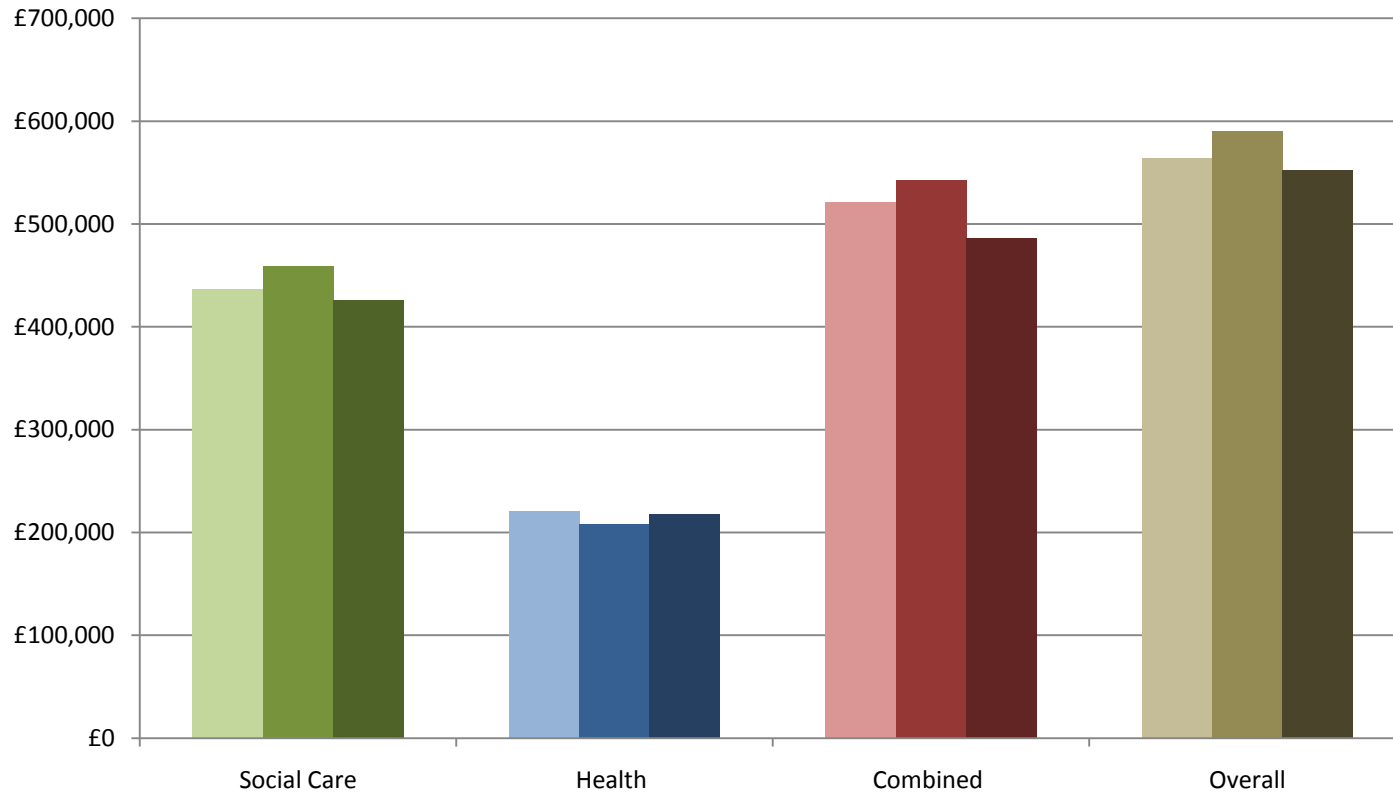
**1:2:1
support
works best**

- Individual support works (supported employment /IPS)
- There is little/no evidence supporting group training, vocational projects, work preparation, café projects, etc.

Changing spend patterns

Spending
going
down

Average Spend per area between (2010-2013), left to right, for each budget stream



Findings: Good practice sites

	Range	Lower range	Average	Upper range
Costs per person supported				
Best practice sites	£366 to £2,281	£600	£1,170	£1,739
All sites	£165 to £10,000	£197	£1,730	£3,263
Costs per job outcome				
Best practice sites	£870 to £4,908	£1,612	£2,818	£4,024
All sites	£208 to £57,640	£0	£8,217	£19,034
Job outcome rate				
Best practice sites	22% to 62%	30%	43%	56%
All sites	0% to 100%	13%	38%	63%

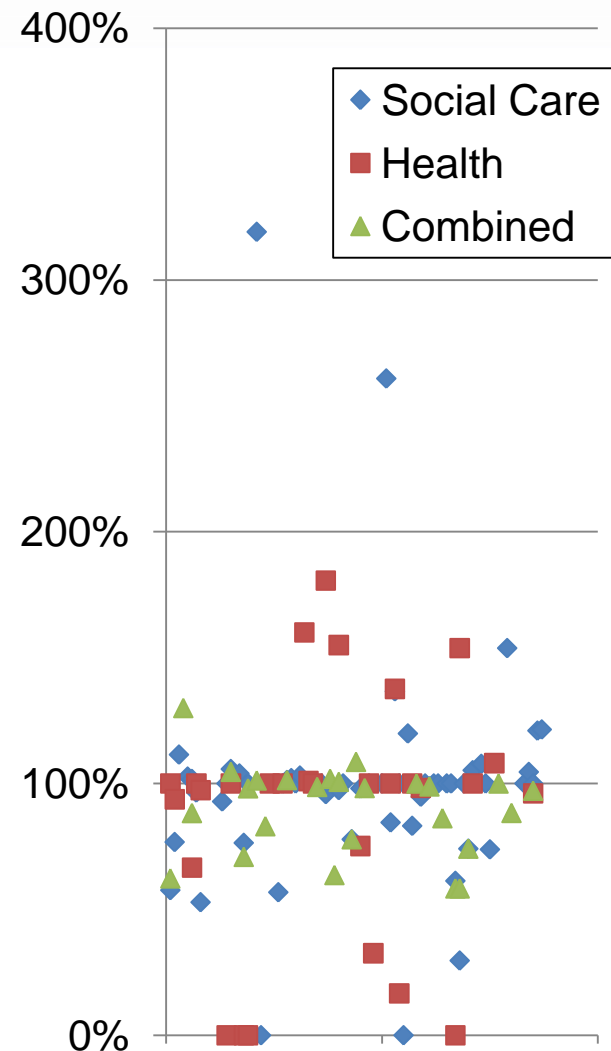
Some services cost a lot of money. Some are cheaper.

Phase 1: Disinvestment in 12/13?

- Some evidence of cuts – more budgets decreasing than staying the same or increasing:

Changes in budgets 2011/12 to 2012/13	↑	=	↓
Social Care Budgets (n = 59)	30%	26%	44%
Health Budgets (n = 29)	29%	34%	37%
Combined budgets (n = 25)	47%	12%	41%

- Chart on right shows 2012/13 budget as percentage of 2011/12 – densest around 100% (i.e. little/no change)
- Also some apparent examples of big new investment; e.g. outliers on graph (redirecting day services to job coaches / boosting use of personal budgets)



So...

- Is it possible to get more for more?
- Or more for the same?
- Or even more for less?

The commissioning environment

- Primarily historical commissioning patterns
- Budget pressures
- Favorite projects of senior managers and elected representatives
- Knowledgeable (+/-) providers
- Reducing day services (pressures)
- Shift to personal budgets

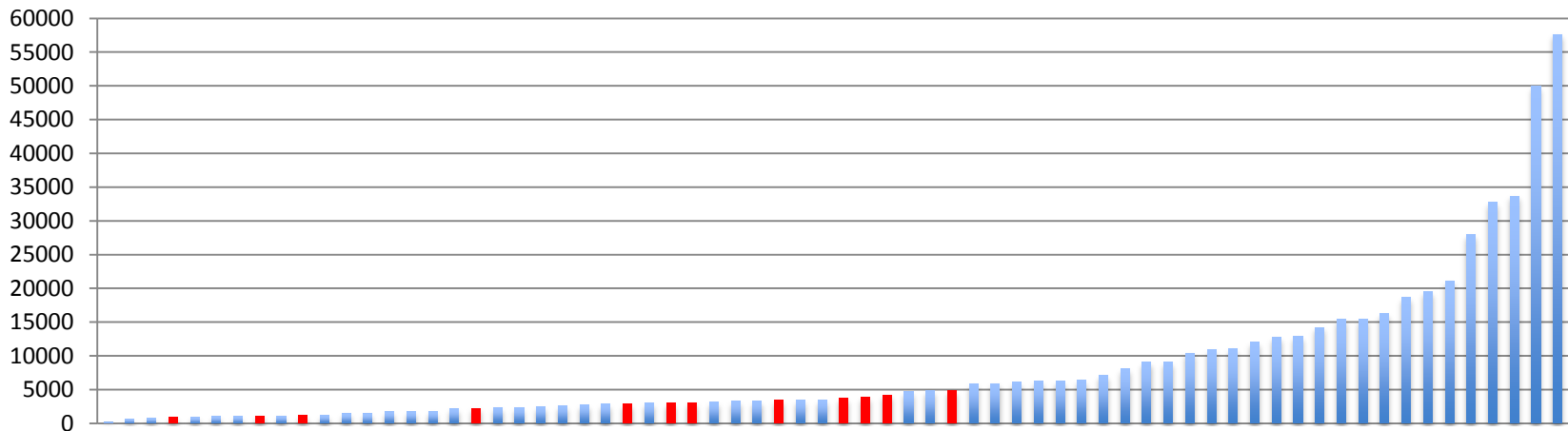
**We have been
buying the same
services for a
long time**

Findings: Good practice sites

To get a job:
Average £8,217
Good £2,818

- Key question: What difference is there between good practice sites and the rest?

Cost per job outcome for good practice sites

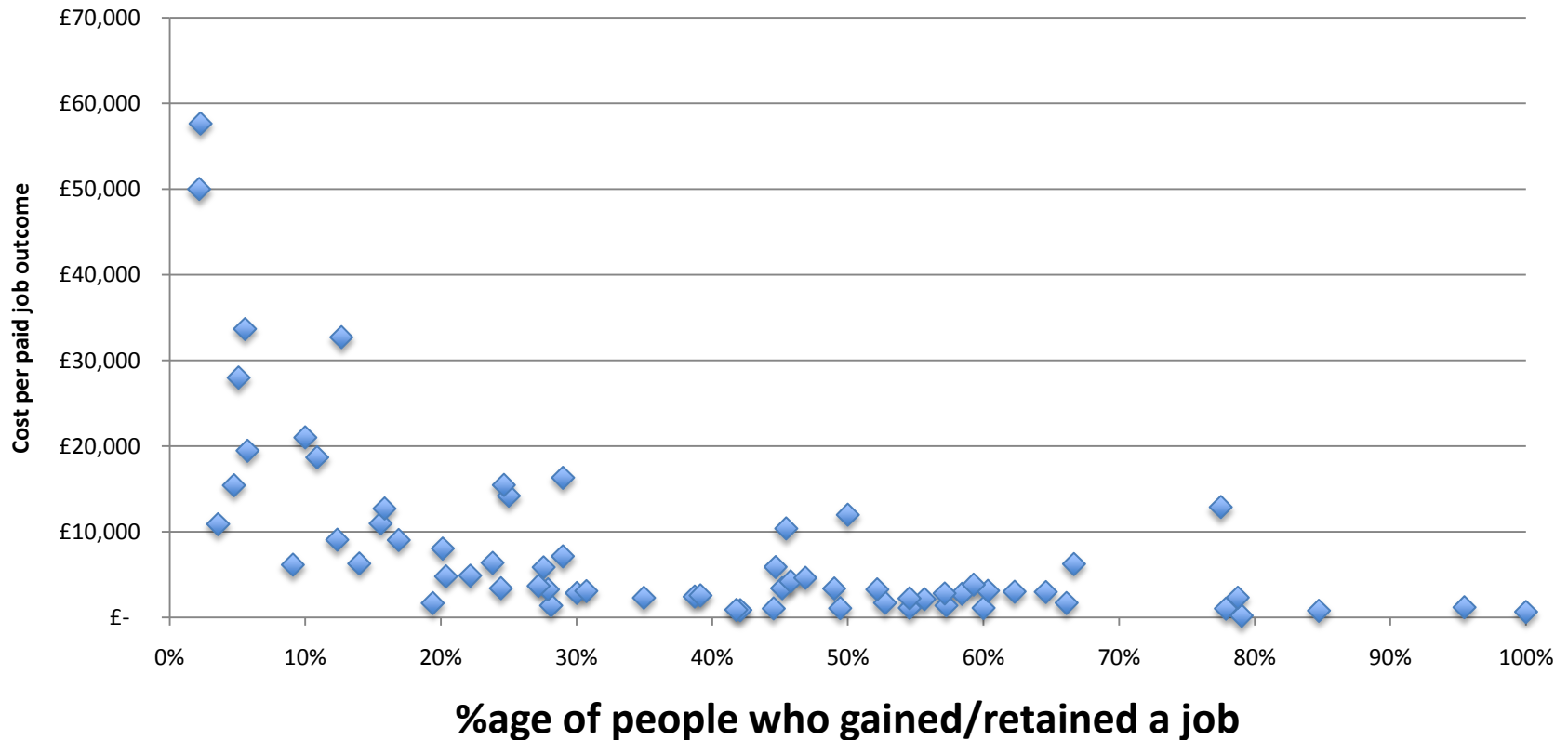


● All sites average: £8,217

● Good practice sites average: £2,818

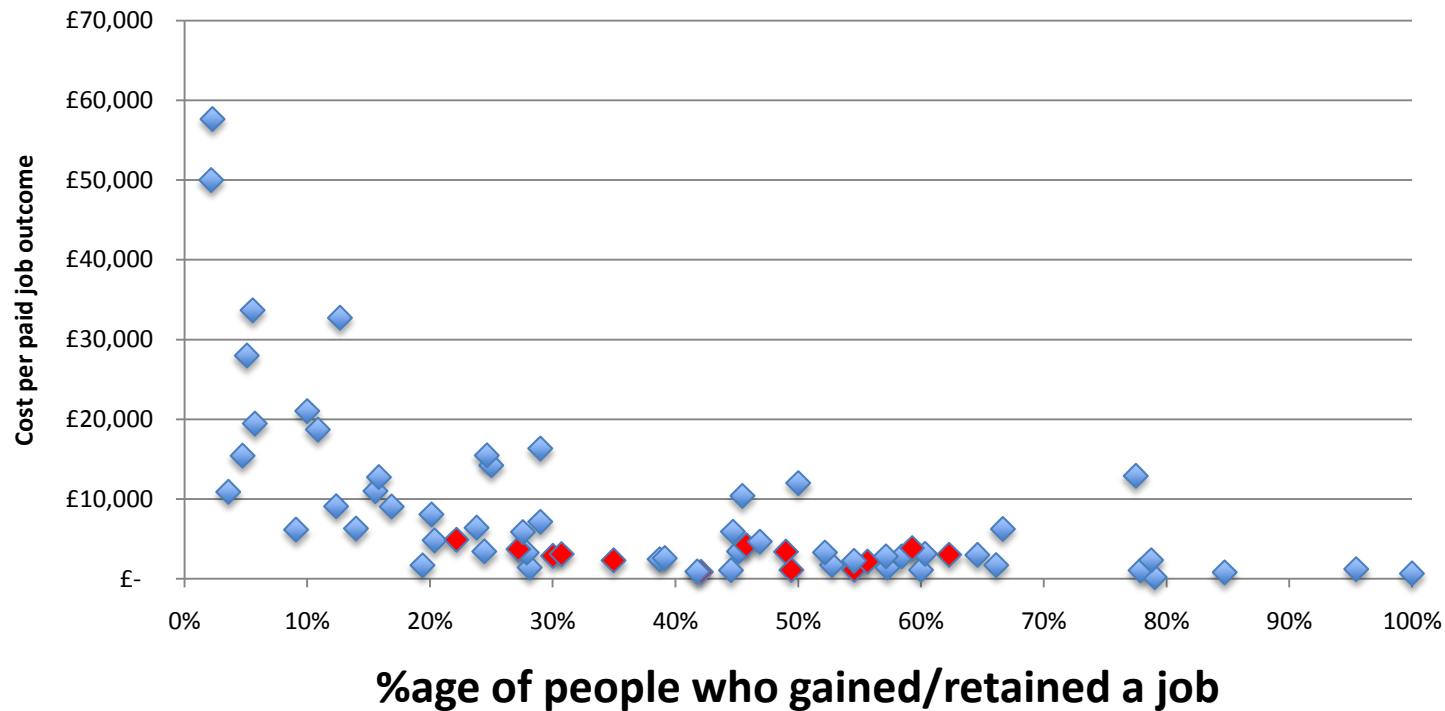
Delivering job outcomes (2)

Relationship between %age people who gained/retained job and cost per job outcome



Findings: Good practice sites

Relationship between %age people who gained/retained job and cost per job outcome

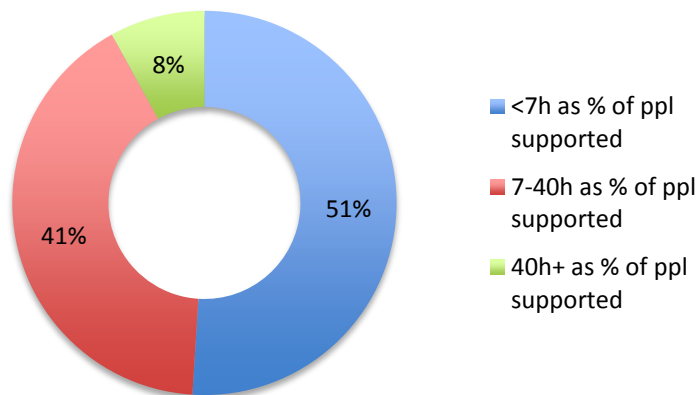


Impact of support levels (1)

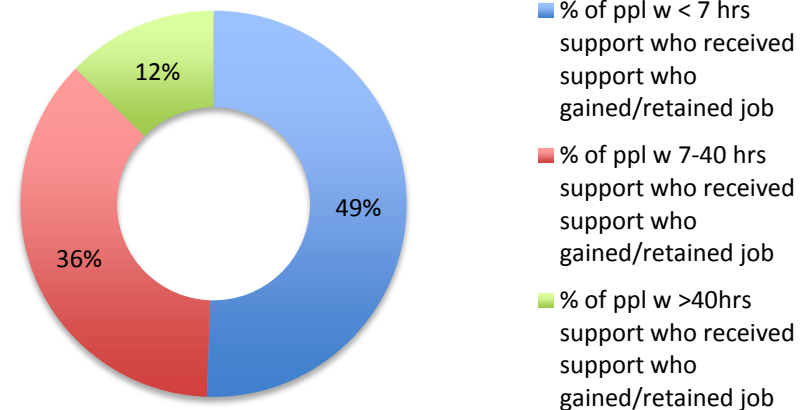
People with a lot of support can get jobs

- Do people's support levels affect job outcomes and/or costs?

Support needs of people supported (LD services)



Job outcomes by level of support need (LD only)



The commissioners

**People who buy
employment services
do not have much
information**

Generally.....

- Lack experience of providing employment supports
- Some – shift from commissioning to procurement
- 10 minutes a week
- Lack of knowledge of best practice
- Lack of knowledge of what is happening elsewhere

Theories of change

Know what is good
Have a plan

- A positive decision by key decision makers to make employment a central strategic outcome and contextualise that to local circumstances so it becomes part of the culture of service behaviour.
- A clear understanding of what is meant by employment-based on 'real' work including proven steps to it.
- A comprehensive employment strategy, owned by key players, based on evidence linked to wider strategies that is used to guide action/delivery
- Knowledgeable leadership (if not commissioners then commissioners listening to it) that works with all stakeholders, but especially providers, to specify, support and manage development of systems and markets that deliver the objectives stated above.
- The gathering of relevant and appropriate data and information to inform achievement of the above

Core themes.....

Know what is good
Have a plan

- Shared understanding of best practice (leaders, commissioners, providers, people using)
- High level leadership
- Cross departmental buy in and active support
- Using the evidence base (decommissioning)
- Time

Personal budgets and employment support

The survey of employment support providers found that:

- Only a third of employment support providers had received any income from PBs in the past 18 months
- The average number of people using PBs in each organisation was just three people

**People can have a personal budget.
People are not using the budget for help to get a job**

Personal budgets and employment support

The research identified four clear factors that prevent or discourage greater use of Personal Budgets for employment support, as follows:

- Low demand from individuals or families
- Professional attitudes towards employment
- The Personal Budget process
- Availability of good, evidence-based employment support

**We need to help
People use their
£ to get jobs**

Employment for individuals with complex needs.

How this can work in reality- a Supported Employment perspective

Right Person

Right Job

Right Support

Getting to know the person really well- Vocational Profile

Get to know people well

- When looking for the right job it is essential to get to know people well.
- Spend time with people in a variety of different environments.
- Take the time to establish the best way to communicate with people
- Utilise the persons support network but do not loose sight of the persons desires.

Matching skills to Jobs

- Get to know your Employers really well
- Focus on Business needs and how to add value to the organisation.
- Use every opportunity to identify and promote Job Carving that meets a genuine business need.
- Look at every aspect of the match and not just the job. The environment, the people and the culture

It needs to be the right job

Find the right person to support

- Ensure that you match the right job coach when supporting someone with complex needs.
- This may take a little trial and error so be prepared to change support if it is not working.
- Make sure the Job Coach has the skills to do the type of work the person is interested in.

People need the right person to support them in work.

Nicola's Story

Everyone should be asked if they want a job

Nicolas wanted a job but no one ever asked him.

Support staff didn't believe he could get a job.

I met Nicolas and took the time to get to know him, I found out:

- He had a brilliant sense of humour
- An amazing attention to detail
- Liked his own personal space but wasn't always aware of others
- Was very motivated by money
- Could get angry and throw things if he couldn't get his point across.
- Loved being around FOOD.

Find the things people can do, that Employers need doing.

It took six months of working with him and his support staff to build a good vocational profile . We used pictures and lots of going to look at working environments to achieve this.

We identified that he wanted to work around people as he enjoyed smiling and shaking hands but would not find it easy if a long conversation was needed. He also needed a space where he could go if he became angry.

We were working with Eton College and they had mentioned a need for someone to polish all the brass, and silver within the college halls. Working through the business need we were able to negotiate one day a week paid work. We found the right job coach- someone not too loud who could help him to communicate how he was feeling by teaching people some Makaton and using his emotion cards.

The Right Person Supported Nicolas

Nicolas loves his jobs. He has made friends and hasn't thrown anything at work.

He built up his confidence and we built up a greater understanding.

He undertook a trial at LEGOLAND within the Hilltop Café and after two weeks was offered the job. He was excellent at smiling at guests but keen to get back on and replenish stock . He undertook his second season last year.

**Works
14
hours
a week**

He went on staff nights out to Liquid night club and quizzes, supported by his colleagues from the restaurant who by now felt confident in supporting him. He began to communicate more

The right person, Right job and Right support!