



**Research into good practice in  
supported employment, and  
identification of key resources**

**Poppyscotland Report**

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## Executive Summary

Blake Stevenson was commissioned to conduct research into the range and effectiveness of supported employment services in Scotland which are available to and appropriate for disabled and vulnerable veterans.

The research was designed to ensure that Poppyscotland and other organisations which support disabled and vulnerable veterans do not duplicate existing resources but build on, and complement, services which are already being funded to assist veterans as part of the overall vulnerable or disabled population.

The work built on Blake Stevenson's recent research which revealed a large unmet employment need in Scotland's veteran population, where veterans of different ages experience multiple forms of barriers to employment, including: social isolation; disability; mental health issues; homelessness; substance misuse; and criminality.

## Study Methods

We used the following methods to undertake this research:

- desk-research – a literature and web review;
- interviews with representatives from key networks for supported employers;
- mapping of supported employment;
- development of case studies; and
- analysis and report writing.

“Supported employment” can be understood to cover a range of activities offered through public or third sector agencies. Workplaces are usually characterised by offering a supportive, caring and encouraging environment and usually, although not always, as offering work which involves manual, semi-skilled or low skilled, production work. In many instances individuals are given support and encouragement to progress on into mainstream employment with or without continued support but it is recognised that this is not always an option for everyone.

We conducted an exercise to map the provision of supported employment across Scotland. This identified 34 organisations which provide supported employment that may be suitable for vulnerable veterans. Many of the organisations were founded specifically to provide supported employment opportunities to a target group, and others have developed from offering only “standard” employment to providing a mixture of standard and supported employment. The employers



range from organisations which employ one or two supported workers – to larger organisations which employ many people who are severely disadvantaged. The report includes a map which gives a visual overview of the 16 areas in which we identified supported employment provision.

The research looks at good practice in supported employment in Scotland, and provides two case studies for illustration. Increasingly modern supported employment providers are moving away from employment which simply “gives people something to do” (for example, a sheltered workshop) – to an approach which progresses employees towards new outcomes, through training, confidence building and skills development. Supported employment is therefore not an end destination for veterans but a stepping stone in a career pathway. A key feature of good practice in supported employment is the provision of appropriate aftercare for employees to help them sustain work. In some cases, aftercare is provided by the employer – through the development of a personal plan and regular monitoring/supervision. Specialist aftercare can also be provided by a referral agency.

The report looks at issues to consider if signposting veterans to supported employment organisations, such as whether or not employee progression will be facilitated and monitored, lack of capacity to employ large numbers of people, difficulties in engaging with employers and identifying vacancies, and lack of knowledge about how benefits such as incapacity support can be affected if employment is taken up.

We identified a number of organisations which function as supported employment “brokers” in Scotland, and the report provides a detailed explanation of each stage in the supported employment process: employee engagement; vocational profiling; job finding; employer engagement; and, job support.

A key element of the research was interviews with Scottish experts in Supported Employment to explore options to support vulnerable veterans into employment. Our interviews revealed that historically, veterans have a low profile in the supported employment labour market. All interviewees were very keen to assist a newly identified section of the labour market (vulnerable veterans) with their unmet need for employment.

During the interviews there was a discussion around the steps in developing a social firm, which include identifying an employee target group, conducting a feasibility study, developing a business plan, identifying appropriate markets to enter, and assessing the resources that will be required for start up. New ventures may face barriers, and consideration must be given to the different legal structures which could be adopted in the establishment of a social firm. We also identified resources that might be utilised by organisations which support disabled and vulnerable veterans. There are several specialist agencies working in the area of supported employment; Scottish Business in the Community (SBC); Aspire to Enterprise; Cranfield Trust; and Pilot Light.



The report concludes that organisations which support disabled and vulnerable veterans are well placed to provide effective supported employment services for veterans, and sets out several options for consideration:

- Option One – develop a signposting service for veterans seeking supported employment. This signposting will direct veterans onto appropriate job brokerage services.
- Option Two – identify appropriate supported employment providers and develop partnership agreements to secure work for veterans.
- Option Three – commission a job brokerage service which operates on behalf of organisations which support disabled and vulnerable veterans behalf.
- Option Four – develop a specialised “aftercare” service to help veterans sustain employment once they have found work.
- Option Five – commission a supported employment broker to train staff and develop a supported employment brokerage service.

Finally, the report recognises that it may take time for veterans and their families to recognise they can access additional services through organisations which support disabled and vulnerable veterans, and that work may need to be undertaken to ensure veterans are aware that tailor made pathways to employment are being created for them.

## 1 Introduction

- 1.1 Blake Stevenson was commissioned to conduct research into the range and effectiveness of supported employment services in Scotland which are available to and appropriate for disabled and vulnerable veterans.
- 1.2 The research was designed to ensure that organisations which support disabled and vulnerable veterans do not duplicate existing resources but build on, and complement, services which are already being funded to assist veterans as part of the overall vulnerable or disabled population. It will underpin strategic plans for prioritisation in meeting the employment support needs of disabled and vulnerable veterans.

### The Research Study

- 1.3 The research had two essential elements:
  - to demonstrate the range of good practice that is available in the form of supported employment opportunities and organisations; and
  - to identify useful resource organisations or umbrella organisations which those advising veterans seeking employment can refer onto, or contact for information and advice.

### The Report

- 1.4 This report sets out the findings from the research study and presents our conclusions and recommendations to inform the future work of Poppyscotland and other relevant organisations.

### Study Methods

- 1.5 We used the following methods to undertake this research:
  - desk-research – a literature and web review;
  - interviews with representatives from key networks for supported employers;
  - mapping of supported employment;
  - development of case studies; and
  - analysis and report writing.



1.6 The remainder of the report is organised as follows:

- **Chapter 2:** Veteran need for supported employment
- **Chapter 3:** Supported employment provision in Scotland (includes mapping exercise)
- **Chapter 4:** Good practice in supported employment (includes case studies)
- **Chapter 5:** Other models for providing supported employment to Scotland's veterans (includes findings from interviews)
- **Chapter 6:** Conclusions and recommendations

## 2 Veteran need for supported employment

### Supported employment

- 2.1 The British Association for Supported Employment (BASE) define supported employment as a “model (that) has at its heart the notion that anyone can be employed if they want paid employment and enough support is provided”.<sup>1</sup>
- 2.2 Historically, policy and service development has tended to focus on supported employment as a route for people with severe learning disabilities to access employment. However, it has increasingly been acknowledged that supported employment produces positive outcomes for other disadvantaged groups, such as those with mental health problems, physical disabilities, and people who are experiencing social isolation and homelessness.

### Supported employment in practice

- 2.3 “Supported employment” can be understood to cover a range of activities offered through public or third sector agencies.
- 2.4 This can vary from sheltered workshop provision through to mainstream employment, with individual support as needed, and can include a variety of degrees of support and learning, training, employment counselling, and work placement/experience, depending on the organisation providing the employment support and the needs of the individual.
- 2.5 There is a substantial amount of provision of supported employment provision in sheltered workshops, or in other public or third sector workplaces where most if not all the employees have support needs of one sort or another – very often physical and/or learning disabilities but increasingly also people with mental health issues.
- 2.6 In recent years, experts in supported employment have advocated a move away from provision of sheltered workshops which simply “give people something to do”, to employment which develops the skills and confidence of employees and supports them in career progression.
- 2.7 Workplaces are usually characterised by offering a supportive, caring and encouraging environment and usually although not always, as offering work which involves manual, semi-skilled or low skilled, production work.
- 2.8 In many instances individuals are given support and encouragement to progress on into mainstream employment with or without continued support but it is recognised that this is not always an option for everyone.

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<sup>1</sup> [www.base-uk.org.uk/about\\_se](http://www.base-uk.org.uk/about_se)

### Veteran's supported employment needs

- 2.9 Previous research by Blake Stevenson<sup>2</sup> found that “many veterans in Scotland suffer from difficulties associated with issues such as the transferability of skills, a new working culture and relationships with employers when they leave the Armed Forces and seek to access employment”. A number of other barriers to employment were identified in the research, including:
- social isolation;
  - disability;
  - mental health issues;
  - homelessness;
  - substance misuse; and
  - criminality.
- 2.10 The research identified that representatives from veteran organisations recognised the need for many individuals to have a substantial degree of employment support to enable them to progress into mainstream employment. Some interviewees were of the view that for those ex-forces personnel who were not likely to be able to find or cope with work with mainstream employers, having the option of supported employment is essential.
- 2.11 Our report contained the recommendation “that veterans’ organisations involved in the delivery of supported employment begin to have discussions with social enterprise support organisations to explore if this is a route or model that would be appropriate for them to move towards”.
- 2.12 In addition, our research identified many veterans were of the opinion that disability should not of itself be a barrier to mainstream employment for those who wanted that. This supports the current thinking that sheltered workshops, whilst providing valuable employment for some veterans, do not fulfill the needs of many who seek pathways into mainstream employment.

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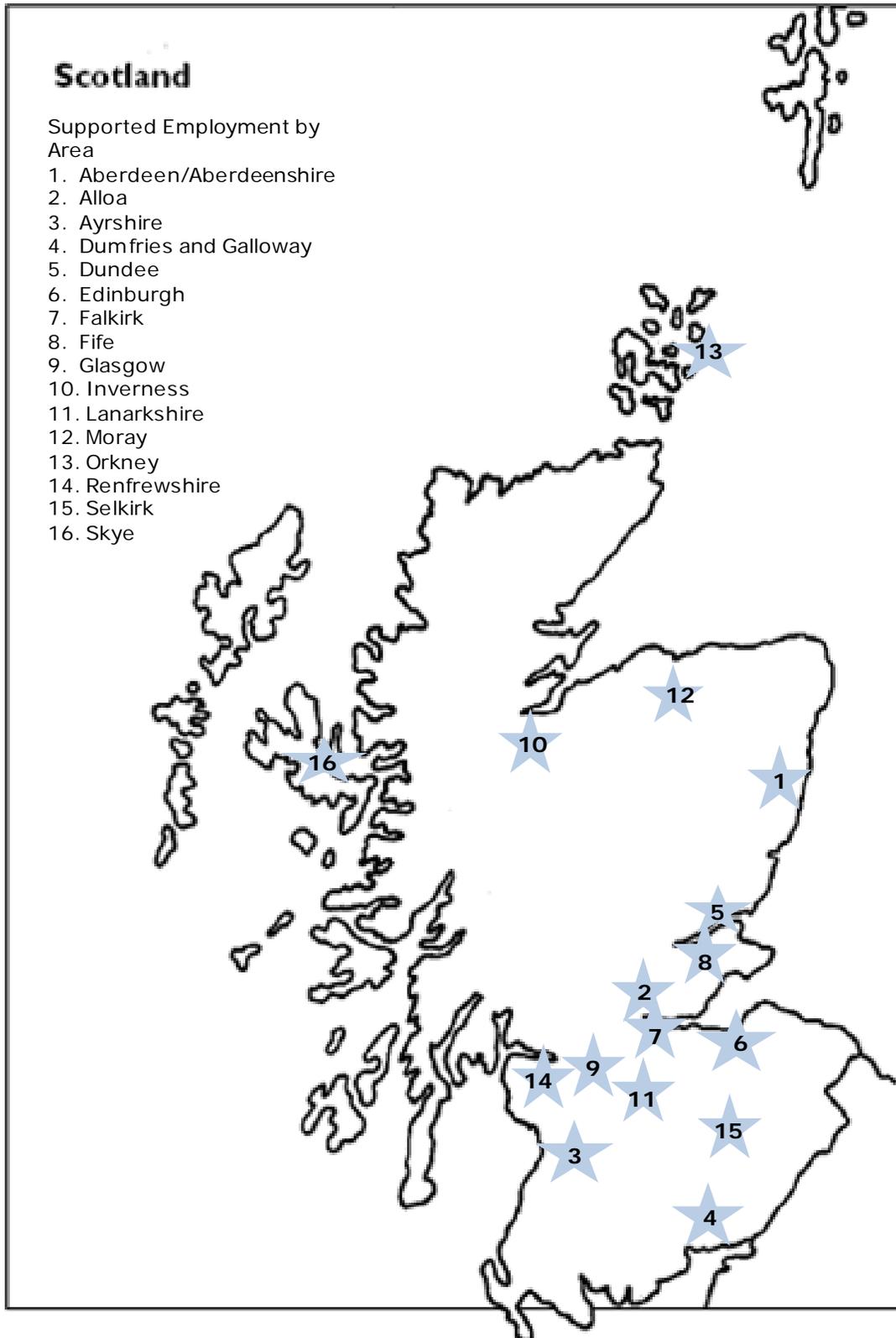
<sup>2</sup> “Research into the Employment Needs of Disabled and Vulnerable Veterans in Scotland” 2009.

### 3 Map of Supported Employment Provision in Scotland

- 3.1 In this chapter we present the findings from our exercise to map the provision of supported employment across Scotland.
- 3.2 The mapping exercise was based on a websearch of terms associated with supported employment<sup>3</sup>, and reviews of directories provided by the Scottish Union of Supported Employment (SUSE) and Social Firms Scotland.
- 3.3 We only include supported employment provision which is aimed at target groups which fit the profile of vulnerable veterans – that is, people with physical disabilities, mental ill health, homelessness, drug or alcohol addiction, or long term unemployment. We excluded employment that is provided solely for people with learning disabilities.
- 3.4 During the course of our research we identified a number of additional “hidden” (that is, not advertised) supported employment providers in Edinburgh. We did not include these in our mapping exercise as their vacancies are only accessible through a job broker (Remploy) which developed partnership arrangements with the employers. The job brokerage model for Remploy is illustrated through a case study – and the hidden employers are listed there.
- 3.5 Our research identified 34 organisations which provide supported employment which may be suitable for vulnerable veterans.
- 3.6 Many of these organisations we identified were founded specifically to provide supported employment opportunities to a target group (for example, Glencraft, which employs blind and visually impaired people), and others have evolved from offering only “standard” employment to providing a mixture of standard and supported employment.
- 3.7 The employers range from organisations which employ one or two supported workers– to larger organisations which employ many people who are severely disadvantaged (for example, Bookdonors, in which 80% of staff are classed as “severely disadvantaged”).
- 3.8 The map below gives a visual overview of the 16 areas in which we identified supported employment provision.

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<sup>3</sup> Search terms included “supported employment” “employment and physical disability” “employment and mental ill health”. Each key phrase was repeated to with the term “Scotland” and names of all cities/regions across the country.





- 3.9 In the following pages we provide more details about each organisation – including descriptions of the employment provided and contact information.

Area	Organisation	Description	Contact	Source
<b>Aberdeen</b>	Green Tracks	Green Tracks provides competitive landscaping, conservation and maintenance services for local communities within Aberdeen and Aberdeenshire. The business also offers training programmes and supported employment opportunities for those recovering from mental ill health. Members within Green Tracks may undertake a variety of training opportunities, from basic literacy and numerical skills to modular learning within Aberdeen College. These may be used as credits towards Scottish Vocational Qualifications, in various disciplines. These services are integrated, providing a range of social, economic and environmental benefits. In the main, Green Tracks utilises recycled products and materials to reduce landfill by incorporating them into its landscaping projects.	<a href="http://www.greentracks.co.uk">www.greentracks.co.uk</a> contact: Doug Croucher  Green Tracks - environmental services, 65 Wellington Street, Aberdeen, AB11 5BX Tel: 01224 212774	Social Firms Scotland
<b>Aberdeen</b>	Banff Environmental Action Team (BEAT)	Banff Environmental Action Team (BEAT) based in Macduff provides training opportunities for people with disabilities and provides a recycling service to over 200 businesses and organisations in the local area. The objectives of BEAT are to develop specific skills in relation to collection, handling and baling of raw materials, health and safety issues, safe working practices, communication skills and integration into the local community, and raising awareness about environmental issues	<a href="http://www.beatrecycling.co.uk">www.beatrecycling.co.uk</a>  Tel: 01261 833661	Websearch
<b>Aberdeen</b>	Glencraft	The Royal Aberdeen Workshops for the Blind and Disabled workshops provide meaningful and satisfying employment and training to disabled, blind and visually impaired people. Trading under the name of Glencraft, the charity currently has 80 employees, of which 52 are disabled, blind or visually impaired. The workshops products, together with a range of contemporary factored goods, are sold to both the contract and domestic markets.	<a href="http://www.glencraft.co.uk">www.glencraft.co.uk</a>  Tel: 01224 873366	Websearch

Area	Organisation	Description	Contact	Source
<b>Aberdeen, Dundee and Glasgow</b>	Cornerstone	Cornerstone is currently developing an employment service for disabled people. Contact the organisation for more information.	<a href="http://www.cornerstone.org.uk">www.cornerstone.org.uk</a> Central Office: 22 City Quay Camperdown Street Dundee DD1 3JA Supported Employment info: Tel: 01224 256000	SUSE
<b>Aberdeenshire</b>	Solstice Nurseries	Solstice Nurseries exists to provide work experience and training in horticultural nursery and garden maintenance work for people who have experienced mental health problems and who have a desire to return to or gain open paid employment.	<a href="http://www.solsticenurseries.co.uk">www.solsticenurseries.co.uk</a> Solstice Nurseries Drumduan Walled Garden South Deeside Road Aberdeenshire AB12 5YL Tel: 01224 865907	Social Firms UK
<b>Aberdeenshire</b>	Disability Employment Development Officers - Aberdeenshire Council - Social Work	The social work service employ a number of staff to directly support people with disabilities who are seeking, or engaged in vocational training and employment activities. Following an assessment the employment development officer is able to support clients with employment opportunities.	<a href="http://www.aberdeenshire.gov.uk">www.aberdeenshire.gov.uk</a> Senior Employment Officer,  Tel: 01261 812001	Websearch
<b>Across Scotland</b>	Haven Products	Haven provides employment and training opportunities to its diverse workforce, many of whom are disabled. It offers services and solutions to companies looking to outsource their production processes delivering in a range of areas, from packaging to component assembly to print finishing. Haven operates from three key sites in Scotland (Hillington, Inverness and Baillieston.	<a href="http://www.havenproducts.co.uk">www.havenproducts.co.uk</a> Contact: David Whyte, Managing Director (email: <a href="mailto:david.whyte@havenproducts.co.uk">david.whyte@havenproducts.co.uk</a> )  Unit 3 Sentinel Court Atholl Ave Hillington G52 4UA Tel: 0141 882 5752	Social Firms Scotland
<b>Across Scotland</b>	Leonard Cheshire Disability	Leonard Cheshire Disability exists to change attitudes to disability and to serve disabled people around the world. The principal is the provision of services in support of disabled people in the widest context, and includes personal support and training and assistance for those looking for work.	<a href="http://www.lcdisability.org.uk">www.lcdisability.org.uk</a> Leonard Cheshire Disability Scotland Murrayburgh House, 17 Corstorphine Road, Edinburgh, EH12 6DD Tel: 0131 346 9040 email: <a href="mailto:scotlandoffice@LCDisability.org.uk">scotlandoffice@LCDisability.org.uk</a>	SUSE

Area	Organisation	Description	Contact	Source
<b>Across Scotland (offices/branches in Aberdeen, Airdrie, Dundee, Edinburgh, Glasgow, Hamilton, Lanarkshire, Leven, Partick, Springburn, Stirling)</b>	Remploy	Remploy is committed to providing quality jobs and personal development for disabled people to enable them to fulfil their potential. It aims to maximise the number of disabled people that gain and sustain employment.	<a href="http://www.remploy.co.uk">www.remploy.co.uk</a> Key contact: Michelle Robinson, manager of the Edinburgh Branch <a href="mailto:michelle.robinson@remploy.co.uk">michelle.robinson@remploy.co.uk</a> Remploy, 22-24 Earl Grey St, Edinburgh EH3 9BN Tel: 0300 456 8031	Websearch
<b>Alloa</b>	Candies Cuisine	Candies Cuisine is a catering business which supplies buffets, sandwiches, event and contract catering. The social firm aims to create a range of employment, training and voluntary opportunities for employees who have a disability or are disadvantaged in the work place. 57% of employees are severely disadvantaged.	<a href="http://www.candiescuisine.org.uk/">www.candiescuisine.org.uk/</a> Tel: 01786 455 251	Social Firms Scotland
<b>Ayrshire</b>	Hansel	Hansel provide a range of tailored and articulated activities for disabled people that supports people from the stage of starting to think about employment (Personal Development Programme) through work placement (Work Preparation Programme) to Supported Employment (Workstep Programme).	<a href="http://www.hansel.org.uk">www.hansel.org.uk</a> Broadmeadows Symington Ayrshire KA1 5PU Tel: 01563 830340	SUSE
<b>Dumfries and Galloway</b>	Dumfries and Galloway Supported Employment Network	The Supported Employment Service offers work experience and employment opportunities within the local working community.  The service includes ongoing support to both placement provider and holder, which is not time limited. Fully qualified staff are experienced in identifying the individuals abilities. Time is taken to ensure that the individual and the placement are compatible allowing both parties to benefit.	<a href="http://www.dumgal.gov.uk">www.dumgal.gov.uk</a>  Contact: <a href="mailto:catherineg@dumgal.gov.uk">catherineg@dumgal.gov.uk</a> Tel: 01387 249172.	Websearch

Area	Organisation	Description	Contact	Source
<b>Dundee</b>	Employment Unit (Dundee City Council)	<p>The purpose of the Employment Unit is to create employment opportunities for disabled people and/or people with health problems and to assist disabled people to find and maintain work. The Unit operates the following key activities to deliver a service that tackles the unmet employment needs of people with disabilities:</p> <ul style="list-style-type: none"> <li>• Job Clubs Specifically for disabled and disadvantaged people.</li> <li>• Work Experience Placements to enable clients to develop their skills in the workplace.</li> <li>• Workstep providing employers with support to employ people with disabilities;</li> <li>• Supported Employment Team providing on-going assistance and support to people who may need help to settle into and sustain employment;</li> <li>• Consultancy and Advisory Service to local employers, voluntary organisations and disabled people regarding good employment practice;</li> <li>• People with all forms of disability or health problems are supported including physical disabilities, mental illness, sensory impairments, people with brain injuries and learning difficulties.</li> </ul>	<p><a href="http://www.dundee.gov.uk/employmentunit">www.dundee.gov.uk/employmentunit</a></p> <p>Contact: Mike Evans (<a href="mailto:mike.evans@dundee.gov.uk">mike.evans@dundee.gov.uk</a>)</p> <p>Employment Unit (Dundee City Council) Dunsinane Avenue Dundee Tayside DD2 3QN Tel: 01382 828180</p>	Websearch
<b>Edinburgh</b>	Lady Haig's Poppy Factory	<p>The factory has a work force of 33 ex servicemen, the majority of whom are registered disabled. There is a palpable feeling of the military about the place that provides a comfortable and secure atmosphere of employment. The factory is a commercial organisation which produces 4.5 million handmade poppies and over 8,000 wreaths to order. Another element of the work involves the process of over 25,000 collection tins.</p>	<p><a href="http://www.ladyhaigpoppyfactory.org.uk/">http://www.ladyhaigpoppyfactory.org.uk/</a></p> <p>9 Warriston Road, Edinburgh EH7 4HJ Tel: 0131 550 1573/4 Fax: 0131 557 0071 email: <a href="mailto:secretary@lhpfscotland.org.uk">secretary@lhpfscotland.org.uk</a></p>	Poppyscotland

Area	Organisation	Description	Contact	Source
Edinburgh	Veterans First Point	Veterans First Point has been created in conjunction with veterans and is run under the clinical direction of NHS Lothian. They provide and information and signposting service, which includes support and information in the areas of housing, debt, health & wellbeing, employment, education, grants, benefits, families and legal issues.	<a href="http://www.veteransfirstpoint.org.uk">www.veteransfirstpoint.org.uk</a> Charlotte House 2 South Charlotte Street Edinburgh EH2 4AW Tel: 0131 220 9920	Poppyscotland
Edinburgh	Edinburgh Embroidery	Edinburgh Embroidery is a social firm which employs people who would otherwise be disadvantaged in the labour market.	<a href="http://www.edinburghembroidery.co.uk">www.edinburghembroidery.co.uk</a> Contact: Veronica Flett (email: <a href="mailto:embroidery@forthsector.org.uk">embroidery@forthsector.org.uk</a> )  Edinburgh Embroidery Services, Unit 11 North Peffer Place EH16 4UZ Tel: 0131 621 7222	Social Firms Scotland
Edinburgh	Edinburgh City Council Social Work's Supported Employment Team	The Supported Employment Team provides an employment service to individuals who require support to obtain and sustain employment. They also work with employers to identify employment opportunities, to offer support, to help retain staff and to give advice and assistance in applying Employment Services schemes. The team helps people with physical disabilities, mental ill health and those with a history of offending or drug use.	<a href="http://www.edinburgh.gov.uk">www.edinburgh.gov.uk</a>  Special Needs Employment Team, Shrubhill House, Shrub Place, Edinburgh EH7 4PD Tel: 0131 553 8522 or 0131 553 8375	Websearch
Falkirk	Action Recycle (Action Recycle was set up in 1992 by the Scottish Conservation Project Trust as an experimental recycling project and later came under the supervision of BTCV Scotland)	Action Recycle is a social enterprise which works in partnership with a number of Local Authorities including North Lanarkshire Council, Falkirk Council, and West Lothian Council to set up and deliver various recycling projects. Projects include kerbside collection of materials including paper, cans, glass and textiles; collection from schools, collection from commercial premises and education and awareness-raising activities. 23% of employees are "severely disadvantaged".	<a href="http://www.btcv.org.uk">www.btcv.org.uk</a>  Contact: Ms Sandra Garner (email: <a href="mailto:s.garner@btcv.org.uk">s.garner@btcv.org.uk</a> )  BTCV Scotland Action Recycle 27 Winchester Avenue Denny Falkirk FK6 6QE Tel: 01324 826 826	Social Firms Scotland

Area	Organisation	Description	Contact	Source
<b>Falkirk</b>	Caledonia Clubhouse	The Clubhouse is a mutually supportive community of people whose lives have been affected by long-term mental illness. Clubhouses are effectively extended families, which offer complete acceptance and create a sense of belonging. The organisation's goal is to establish a foundation which may lead to work opportunities, enriched social skills and a vision for the future.	<a href="http://www.caledoniaclubhouse.co.uk">www.caledoniaclubhouse.co.uk</a> Contact: Alison Ferguson – Manager Caledonia Clubhouse, Etna Road, FALKIRK, Scotland FK2 9EG Tel: 01324 501720	SUSE
<b>Falkirk</b>	Grangemouth Industries	GEL supports the local community through recycling. 44% of employees are severely disadvantaged, and the social firm also provides training and volunteering opportunities. Services include providing furniture and white goods to homeless clients through repair, reuse and recycling.	<a href="http://www.grangemouthenterprises.org.uk">www.grangemouthenterprises.org.uk</a> Contact: Pauline Hinchion  Grangemouth Enterprises Ltd 10 Dundas Street Grangemouth FK3 8BX Tel: 01324 474409	Social Firms Scotland
<b>Glasgow</b>	Royal Strathclyde Blind Industries	Royal Strathclyde Blind Industries (RSBi) specialises in the design, manufacture and fabrication of products for existing buildings and interiors. It currently employs over 200 people, and has supported employment facilities for the visually impaired and people with other types of disabilities.  RSBi has a "lifelong learning centre" which is open to all employees. Staff are encouraged to undertake continuous development and are rewarded for developing new skills.	Contact: Jim Nelson, Manager Tel.: 0141 287 0800 Email: <a href="mailto:jimnelson@bs-glasgow.co.uk">jimnelson@bs-glasgow.co.uk</a>  RSBi 6 Candleriggs, Glasgow G1 1LD	Poppyscotland
<b>Glasgow</b>	Turning Point	Employability support is offered to service users when they join a service and if appropriate again at regular meetings. Support is client centred and delivered in the most relevant manner for both the service user and the service. This can take the form of one-to-one meetings, group work or referral to other agencies as appropriate.	<a href="http://www.TurningPointScotland.com">www.TurningPointScotland.com</a>  54 Govan Road Glasgow, G51 1JL Tel: 0141 427 8200	Websearch

Area	Organisation	Description	Contact	Source
Glasgow	The Coach House Trust	Provide occupational, educational and employment opportunities for people with a variety of disabilities including mental health problems, learning disabilities, alcohol and drug rehabilitation and chaotic lifestyles.	<a href="http://www.thecht.co.uk">www.thecht.co.uk</a> Coach House trust 84 Belmont Lane Glasgow G12 8EN Tel: 0141 334 6888	Social Firms UK
Glasgow	Upkeep	Upkeep is a cleaning and property maintenance company that provides a range of services to housing associations, property management companies and other organisations. 25% of jobs are reserved for people who are disadvantaged within the labour market through disability or social disadvantage.	<a href="http://www.upkeepglasgow.org.uk">www.upkeepglasgow.org.uk</a> Upkeep Glasgow Shettleston Community Enterprises Limited 24 Fenella Street Shettleston Glasgow G32 7JT Tel: 0141 764 3793	Social Firms UK
Glasgow	Glasgow Centre for Inclusive Living	Is an integrated employment project that provides waged work experience, intensive support, training and personal development to disabled people within a host organisation.  The programme matches opportunity with need and raises the employability of disabled people by enhancing skills, qualifications, employability and confidence to prosper in today's employment market.	<a href="http://www.gcil.org.uk">www.gcil.org.uk</a> Glasgow Centre for Inclusive Living 117 - 127 Brook Street Glasgow G40 3AP Tel: 0141 550 4455	Websearch
Glasgow	Flourish House	Flourish House members who are keen to secure their own job can access support through the Supported Employment Programme. Members work with their co-worker from Employment and Education on an action plan and vocational profile, before moving onto job search skills, such as, CV preparation, filling in application forms, interview techniques and help through the benefits maze. Once the member has secured a job they can have support on or off the job depending on their individual needs.	<a href="http://www.flourishhouse.org.uk">www.flourishhouse.org.uk</a> 23-25 Ashley Street, Glasgow G3 6DR Tel: 0141 333 0099	Websearch

Area	Organisation	Description	Contact	Source
<b>Inverness</b>	Ness Soaps	<p>Ness Soaps was founded by a group of local people from the Merkinch Community. Its mission is twofold - to make quality, locally produced hand crafted soaps and to offer opportunities to disadvantaged members of the community in a workplace environment.</p> <p>Ness Soaps employs 2 full time and 1 part time staff and offer part time voluntary work placements to 19 adults who either have a learning or physical disability or who are long term unemployed.</p>	<p><a href="http://www.nessoaps.org.uk">www.nessoaps.org.uk</a></p> <p>Contact: Lucy Morrison, MDV Project Manager</p> <p>4 Grant Street Inverness IV3 8BL Tel: 01463 243869</p>	Social Firms Scotland
<b>Inverness</b>	TAG Highland	TAG is a Highland wide project providing opportunities in Training, Guidance and Supported Employment. This service, in a positive and empathetic environment, is for adults who have experienced mental health issues.	Contact: Mrs S Grant TAG Supported Employment Project Coordinator Tel: 01463 253635	Websearch
<b>Lanarkshire</b>	LAMH Recycle	<p>LAMH Recycle Ltd is a social enterprise with charitable status providing training and employment opportunities within a supportive work environment for people experiencing mental ill health and other disadvantaged groups. There are 11 branches – in North Lanarkshire, Airdrie, Bellshill, Coatbridge, Motherwell, Wishaw, South Lanarkshire, Cambuslang, East Kilbride and Clydesdale.</p> <p>LAMH provides volunteer opportunities within four business activities: IT Recycling, Can Recycling, PC Sales and Services and IT Training services. Posts are open in office / admin, customer service, marketing, driving and collection, can recycling, PC build and repair and IT recycling.</p>	<p><a href="http://www.lamhrecycle.bttradespace.com">www.lamhrecycle.bttradespace.com</a></p> <p>Contact: J Fulton</p> <p>Recycle Ltd, Units 2 and 5, Dellburn Trading Park, Meadow Road, Motherwell, ML1 1QB</p>	Social Firms UK
<b>Moray</b>	Step Forward	Step Forward is an employment training project for people who are experiencing or recovering from mental health problems. The Step Forward service is available to adults aged 16 years and over who wish to use the service as a stepping stone to move on in their lives; either to paid/unpaid work, college or further training.	<p><a href="http://www.morayanchorprojects.co.uk">www.morayanchorprojects.co.uk</a></p> <p>Tel: 01343 551509</p>	Websearch

Area	Organisation	Description	Contact	Source
<b>Orkney</b>	Employability Orkney	Employability Orkney focuses on the employment barriers being faced by socially excluded people in the Orkney community. This is a broad remit including individuals with a learning disability, physical disability, mental health needs, alcohol/substance misuse needs, ex-offenders, care leavers, long-term unemployed and anyone who experiences a disadvantage in entering the labour market. It provides a Supported Employment Agency – where job coaches work with participants to help them find and sustain employment.	<a href="http://www.orkneycommunities.co.uk/EMPL_OYABILITY">www.orkneycommunities.co.uk/EMPL_OYABILITY</a> Former Coastguard Station Cromwell Road Kirkwall KW1 1LN Tel: 01856 876612	SUSE
<b>Renfrewshire</b>	ERSKINE	Erskine provides supported employment opportunities to former members of the Armed Forces. It operates four commercial businesses from its Bishopton headquarters – Erskine Print, Erskine Furniture, Erskine Garden Centre and Coffee shop and the Reid Macewen Training and Conference Centre. There are currently 38 disabled workers employed.	<a href="http://www.erskine.org.uk">www.erskine.org.uk</a> Erskine Bishopton Renfrewshire A7 5PU Tel: 0141 812 1100	
<b>Selkirk</b>	Book Donors	Bookdonors is a social enterprise trading in used books. 30% of the team has a disability or a medical condition. The organisation offer employment, work placements and volunteer positions.	<a href="http://www.bookdonors.co.uk">www.bookdonors.co.uk</a> Bookdonors Community Interest Company Ltd Unit 4 Burnmill Philiphaugh Selkirk Scottish Borders TD7 5AU Tel: 01750 20536	Social Firms Scotland
<b>Skye</b>	Touchwood	Touchwood is a wood recycling workshop which employs people who have disabilities or health problems, or who are long term unemployed.	<a href="http://www.touchwoodonskye.org.uk">www.touchwoodonskye.org.uk</a> Atlantic House , Uig , Isle of Skye IV51 9XX Tel: 01470 542797 Email: touchwood_1@btconnect.com	Social Firms UK

## 4 Good practice in approaches to Supported Employment

- 4.1 This chapter looks at good practice in supported employment in Scotland. It addresses issues to consider when either signposting veterans directly to employers or using a specialist intermediary job brokerage service to identify appropriate vacancies for vulnerable veterans.
- 4.2 By way of example, there is a section which explores the needs of particular group of vulnerable veterans – those experiencing mental health problems. The section outlines the context for these veterans, identifies support needs and the approaches to employment that are most appropriate for this group.
- 4.3 Two case studies serve to illustrate good practice, one within a supported workplace, and one describes accessing supported employment through a brokerage service.

### Good Practice in Supported Employment Provision

- 4.4 Increasingly modern supported employment providers are moving away from employment which simply “gives people something to do” (e.g. a sheltered workshop) – to an approach which progresses employees towards new outcomes, through training, confidence building and skills development. Supported employment is therefore not an end destination for veterans but a stepping stone in a career pathway.
- 4.5 As our mapping exercise illustrated, the types of activities undertaken in supported employment vary and include activities such as gardening, property maintenance, recycling, art and crafts and catering. Many of the projects incorporate physical activity, for example the Green Tracks business which operates a landscaping business in Aberdeen.
- 4.6 An in-depth study of sixteen supported employees in South Wales was recently carried out by the Joseph Rowntree Foundation<sup>4</sup>. The research looked at the strategies of supported employees, employers and job coaches for making supported employment successful. The following features below were identified as central to “success” in supported employment.
  - Anti-discriminatory policies and practices in the workplace, e.g. in recruitment, training and job tasks, can ensure that supported employees participate fully at work.

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<sup>4</sup>“Making it work: Strategies for success in supported employment for people with learning difficulties”: Stephanie Jones, Jeff Morgan, De Murphy, Julia Shearn, 2001

- Support from supported employment agencies needs to be on-going and may be vital at critical points, for example when there is a change of management or workplace culture.
  - Accessible two-way communication ensures that positive feedback can be given to supported employees and their concerns can be raised with management. Examples include: having regular job chats, everyday access to a line-manager, efforts by employers to understand how people with learning difficulties communicate, including non-verbally.
  - Supported employees and their employers recognised the importance of punctuality, reliability, enthusiasm, friendliness and social awareness at work.
  - Supported employees were better able to mix socially at work when they were trained in social skills and their colleagues were made aware of some of the difficulties faced by supported employees, especially those who had not worked before.
  - Job coaches indicated that they sometimes faced a dilemma as to whether supported employees should be trained to follow official work rules or model themselves on colleagues in order to fit in better in the workplace.
  - Job coaches felt that relying on natural support from colleagues was too unreliable - it is better to get support from a member of staff in a supervisory role so that when personnel change support can continue.
- 4.7 As noted above, a key feature of good practice in supported employment is the provision of appropriate aftercare for employees to help them sustain work. In some cases, aftercare is provided by the employer – through the development of a personal plan and regular monitoring/supervision. Specialist aftercare can also be provided by a referral agency. This may be a role that organisations which support disabled and vulnerable veterans can fulfil.
- 4.8 The following case study is an example of best practice from a supported employment provider in Scotland. It includes a section on “lessons for organisations which support disabled and vulnerable veterans”.

## The support needs of Veterans experiencing mental health problems

### *The number of veterans with mental health conditions*

- 4.9 At present, there is little research in the UK to quantify the numbers of veterans affected by mental health problems, but it is increasingly recognised that this is an issue for some veterans. Research published in 2006 by the Royal British Legion<sup>5</sup> concluded that “the extent of mental health problems among the younger ex-service community is much higher when compared to their peers. In the 16-44 age group, the number of mental health problems is three times that of the UK population of the same age.”
- 4.10 Although there is no data on the overall numbers of veterans experiencing mental health problems, it is possible to gather local information from organisations which provide related support services. For example in Scotland, Combat Stress, a leading provider of care for veterans with mental ill health, was engaged with 1270 people in July 2009.
- 4.11 In a recent article<sup>6</sup> Dr Ian Palmer, the MoD’s civilian expert on veterans’ mental health said “we have no idea of the size or scale of the problem”. The UK Government has made a commitment to support veterans experiencing mental health problems. The 2008 White Paper<sup>7</sup> included a commitment to roll out Community Mental Health Services for Veterans and to “improve the way the vulnerable are identified ... [and provide] an informed safety net of specialist support services.”
- 4.12 The lack of concrete data on the overall number of veterans experiencing mental health problems can be attributed to a combination of factors. These include the fact that there is no system in place to gather the data, some problems are revealed several years after exit of service, other problems are never diagnosed, and many veterans who do seek support for mental health conditions do not disclose that they once served in the Armed Forces.

### *The types of mental health conditions experienced by veterans*

- 4.13 Organisations which support veterans experiencing mental health problems provide information about the types of problems they face. Combat Stress estimates that 60% of their total caseload suffers from Post Traumatic Stress Disorder (PTSD). The service also provides care for other conditions including depression, alcohol and/or drug abuse, anxiety and phobic disorders.

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<sup>5</sup> Profile and Needs of the Ex-service Community 2005-2020

<sup>6</sup> Interview in *The Independent*: 17<sup>th</sup> March 2009

<sup>7</sup> “The Nation’s Commitment: Cross Government Support to our Armed Forces, their Families and Veterans” (2008)

- 4.14 In some cases mental health problems may have existed prior or during veterans' service. In other cases, mental ill health can develop after leaving the armed forces. Combat Stress states that it takes an average of 14 years from service discharge for veterans to approach their organisation for support.

### *Mental health problems and supported employment*

- 4.15 Whilst there is no direct research on the employment needs of veterans experiencing mental health problems, relevant research has been done with civilians. The Office of National Statistics estimates that "one in four British adults experience at least one diagnosable mental health problem in any one year, and one in six experiences this at any given time<sup>8</sup>."
- 4.16 Different types of mental ill health affect people's employment needs and capabilities in varying ways. Mind, a leading mental health charity, states on its website that "many people with mental health problems want to be in employment, and studies have shown that there are benefits to being in work for people who have, or who have had, mental health problem... [however] employment is not best for everyone with a mental health problem, as some people find that it exacerbates their mental health issues". Current thinking is that many forms of mental ill health, such as depression and substance dependency, can be improved by increased levels of activity, including employment.
- 4.17 Research by the Citizens Advice Bureau<sup>9</sup> (CAB) indicates that many people with mental health problems want to work because they expect to feel better for doing so and they want to make a contribution to society. The CAB research report concludes that people want to work because it "can have a significant and beneficial impact on people's lives, giving their day structure, raising income and broadening social contacts. Work confers confidence and self-esteem and a sense of social inclusion".
- 4.18 A recent report by The Guardian found that "people with mental health problems have the highest "want to work rate" [of out-of-work people] with up to 90% wanting to work"<sup>10</sup>. Recent research<sup>11</sup> has found that "a substantial proportion of people with mental health problems report wanting to work, see employment as feasible, important to their recovery, and as an often unmet need". Despite this, people with severe and enduring mental health problems have the highest rates of unemployment of any group of people with disabilities or long-term illnesses.

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<sup>8</sup> The Office for National Statistics Psychiatric Morbidity Report, 2001

<sup>9</sup> *"Out of the Picture: CAB evidence on mental health and social exclusion"* (2004); Lesley Cullen, Sue Edwards, Susan Marks, Liz Phelps, James Sandbach.

<sup>10</sup> The Guardian *"Mental health and employment: the facts"*, 14 November 2007, Mary O'Hara

<sup>11</sup> Daniel Perkins: *"Improving Employment Participation for Welfare Recipients Facing Personal Barriers"*, (2007)

- 4.19 The most recent Labour Force Survey<sup>12</sup> showed that only 19% of working age mental health service users are economically active compared with 35% of all working age people with a disability or long-term health problem. Research by the Scottish Development Centre for Mental Health<sup>13</sup> suggests that only 500<sup>14</sup> people with mental health problems were involved in supported employment in Scotland in 2008.

### *Barriers to accessing employment*

- 4.20 People with mental health issues face particular barriers to accessing work, including stigma and shame.
- 4.21 Research commissioned by the Shaw Trust<sup>15</sup> in 2008 found that 54% of people felt that they would receive more support at work for a physical disability than a mental health condition compared to only 6.9% who believed they would receive more support for a mental health condition. These findings are echoed by the Employers' Forum on Disability, which reports that seventy per cent of people with mental health problems have been put off applying for jobs for fear of unfair treatment<sup>16</sup>. Rethink, a leading mental health charity, claims that less than 40% of employers would consider employing someone with a mental health problem.
- 4.22 This suggests that across the group of vulnerable veterans who require supported employment, those with mental health issues may have the highest level of need for support.

### *Factors which support people with mental health conditions to access employment*

- 4.23 Research by the Department for Work and Pensions<sup>17</sup> examined the factors which contribute to people with mental health conditions returning to work after a period on Incapacity Benefit (IB). The research, based on accounts of 60 current or former IB recipients and 52 representatives of employing organisations highlighted that:
- appropriate treatment and support to improve or manage mental health are a key requirement for people entering work;

<sup>12</sup> Labour Force Survey, 2000, Office for National Statistics

<sup>13</sup> Sheila Durie; "Briefing Paper- Supported Employment and Mental Health", April 2008

<sup>14</sup> The research notes that "an estimate based on an informal survey of the main providers of supported employment in 2000 suggested 150 people in supported employment, and although anecdotal evidence suggests a greater presence of this group from seven years ago, a figure of 500 could well be an overestimate"

<sup>15</sup> [http://www.tacklementalhealth.org.uk/news/view/WorldMentalHealthDayLatestResearch\\_000.php](http://www.tacklementalhealth.org.uk/news/view/WorldMentalHealthDayLatestResearch_000.php)

<sup>16</sup> <http://www.efd.org.uk/disability/mental-health>

<sup>17</sup> "Mental Health and Employment" (2008); Roy Sainsbury, Annie Irvine, Jane Aston, Sally Wilson, Ceri Williams, Alice Sinclair

- people did not always feel that a complete recovery from a mental health condition was necessary before they returned to work;
- many people felt that work of some kind was possible, but emphasised the need for a job that could be managed alongside any ongoing effects of a condition;
- part-time work or a job that allowed flexible hours were appropriate and helpful options;
- gaps in employment due to mental ill health were an obstacle for some people, along with perceptions of prejudice or discrimination around mental ill health;
- the need for an understanding and sympathetic employer was important;
- some people felt that they needed to add to their skills or qualifications in order to improve their chances of obtaining a suitable job. Thus, financial or practical support for training was cited as useful;
- the perceived 'risk' in moving from IB to paid work was noted by people who worried about the sustainability of work or financial difficulties in the transitional phase; and
- there were people who felt that an unstable housing situation could be an obstacle in settling into work.

***Good practice in employment which supports people with mental health conditions***

- 4.24 Mindful Employer ©, an organisation which aims to increase awareness of mental health in the workplace, has produced a charter<sup>18</sup> to help employers improve their practices.
- 4.25 Organisations which sign the charter aim to:
- show a positive and enabling attitude to employees and job applicants with mental health issues. This includes positive statements in local recruitment literature;
  - ensure that all staff involved in recruitment and selection are briefed on mental health issues and the Disability Discrimination Act, and given appropriate interview skills;

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<sup>18</sup> <http://www.mindfulemployer.net/charter.html>

- make it clear in any recruitment or occupational health check that people who have experienced mental health issues will not be discriminated against and that disclosure of a mental health problem will enable both employee and employer to assess and provide the right level of support or adjustment;
- not make assumptions that a person with a mental health problem will be more vulnerable to workplace stress or take more time off than any other employee or job applicant;
- provide non-judgemental and proactive support to individual staff who experience mental health issues; and
- ensure all line managers have information and training about managing mental health in the workplace.

### **Types of supported employment most appropriate for veterans experiencing mental health problems**

#### *Individual Placement and Support*

- 4.26 The Individual Placement and Support (IPS) approach to supported employment for people with mental health problems is widely regarded as the most effective way to get people into work. The approach, which was trialled and developed in the USA, was first introduced into Britain in 2001.
- 4.27 IPS is specifically designed to help people with mental health problems get into work. It is a form of employment support which integrates work with the community mental health team. The top priority of the model is to engage clients, conduct a rapid job search, get people into competitive employment as quickly as possible, and then provide training and support on a continuing basis to help people sustain the job.
- 4.28 A briefing from the Sainsbury Centre for Mental Health in September 2009 concludes that “there is abundant evidence to show that IPS is more effective than any other form of vocational support in helping people to get jobs... additional evidence indicates that it is also good value for money and that it is affordable”.

#### *Voluntary Work*

- 4.29 The Mental Health Foundation report “Out at Work<sup>19</sup>” concluded that “people with mental health problems make a major contribution to society

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<sup>19</sup> Out at Work: A survey of the experiences of people with mental health problems in the workplace (2002): The Mental Health Foundation

with one in five doing voluntary work. Some of those who are statistically least likely to be paid for their work (particularly people with manic depression or schizophrenia) are those most likely to be working in a voluntary capacity”.

- 4.30 This propensity to volunteer may stem from the fact that people with mental health problems “want to work” for the reasons identified previously (daily structure, raising income, broadening social contacts, building confidence and self-esteem), but find themselves unable to obtain paid employment. In addition, unlike training or part time work, voluntary work can be undertaken without affecting benefits. Volunteers are also entitled to the reimbursement of the costs of travel to work and other costs which are wholly, exclusively and necessarily incurred whilst volunteering.

*Organisations identified in the mapping exercise which may support veterans with mental health problems*

- 4.31 Many of the organisations that were identified in the mapping exercise incorporate support for mental health problems into their services for people with disabilities or vulnerability. Some organisations provide a specific service for people with mental health problems. These include Veterans First Point, Remploy, Solstice, the Open Employment Unit in the City of Edinburgh Council, the Employment Disability Unit in Dundee City Council, Caledonia Clubhouse, The Coach House Trust, LAMH recycle, Step Forward, and Employability Orkney.
- 4.32 The Remploy Case study, further in this chapter, illustrates good practice in a service that may support veterans with mental health problems.

<b>Project Name</b>	The Coach House Trust
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<b>Contact Info</b>	<p>The Coach House Trust 84 Belmont Lane Glasgow G12 8EN Tel: 0141 334 6888</p> <p>Service Manager: Maureen Kelly Email: <a href="mailto:Maureen@thecht.org.uk">Maureen@thecht.org.uk</a></p>
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<b>Project background</b>	<p>The project began in 1996, when residents around Belmont Lane became concerned about 8 gap sites in the area. They formed the Belmont Lane Community Gardens Association to address the issue. At the same time a local supported accommodation provider was looking for productive work in the community for people with mental health, addiction and learning problems. The organisations formed a partnership and embarked on a project to restore, design and develop community green spaces.</p>
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<b>Key aims and objectives</b>	<p>The Coach House Trust aims to raise the self-esteem of adults most removed from society. It provides employment and learning opportunities to allow individuals to move to a period of stability, combined with a support service which includes counselling, peer mentoring and aftercare.</p>
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<b>Target group(s)</b>	<p>The project has directly benefitted over 200 people in Glasgow with disabilities or mental ill health. Adults of all ages are welcome – the project's youngest participant is 18, and the oldest is 90!</p>
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<b>Recruitment/engagement of service users</b>	<p>Participants are referred (typically by community organisations or by local health agencies) and they can also self-refer. They hold an annual open day event to raise awareness.</p>
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<b>Types of employment offered</b>	<p>The CHT offers a wide range of educational and work activities, which allow both service users and providers to develop their involvement in the trust and learn new skills. Some of the activities offered are listed below:</p>
Art Activities: (Silk Painting workshop, Mosaic Workshop, Jewellery classes, Drawing, Painting, Felt-making, Drama classes, Poetry, Puppet-making, Willow Weaving, Basic Ceramics, Paintings exhibition and rag rugging.)	Wood Activities: (Shredding, Stillsaw classes, Chainsaw Health and Safety, Woodcarving, Cabinet making, Joinery)
	Furniture Restoration
	Basic IT classes
	First Aid course
Mould-making	Landscaping
Newsletter	Allotments
Mental health awareness	Kitchen
Sewing	Scaffolding

Coach House Trust Shop and shop sales	Recycling
Bricklaying	Welding
Guitar	Cleaning
Website Design	Fencing
Digital Photography	Fire training
Composting	Driving

#### **Resources used**

CHT has a complex of buildings, which have been renovated and extended as part of the Trust's development, including an office, IT suite, an arts and craft workshop, various gardens, and a renewable energy centre. It leases a farm, a timber yard and a garden centre, and rents a nearby shop to sell and exhibit CHT products and client art. 7 full time staff are employed by the Trust plus a number of sessional workers and volunteers.

#### **Partnership working**

The CHT has links to local tenants/residents associations, the community council and other community groups. Several health agencies refer clients to CHT for work and peer support programmes.

#### **Outcomes and impact for employees**

The project aims to progress clients toward a number of outcomes; employment, qualifications, skills to move into employment, positive progression (as measured by the Rickter Scale) and becoming a peer mentor.

Each client creates a personal learning and milestone development plan on joining a CHT programme. The plan identifies how much time the client can devote to attending, the types of activities they wish to be involved in, and the areas of learning they seek.

The CHT has processes in place to monitor and evaluate the impact of services for clients. Clients are monitored using the Rickter Test, to assess outcomes as their time with the CHT progresses. This enables the organisation to evaluate benefits for individuals, and also to identify which parts of the programme work well for particular types of clients, and to improve practice and processes.

#### **Innovative approaches and good practice**

The Trust feeds clients as part of their engagement to ensure a healthy diet and help people in transition to healthier lifestyles. Mealtimes incorporate social structures into the daily routine, and reinforce a sense of purpose and direction.

The approach in which clients work in teams, learn skills and eat together combats feelings of social isolation and brings about self confidence and relationship building.

CHT's self evaluation processes are excellent – in particular the use of the Rickter Scale – a tried and tested 'soft' indicator/outcome measurement system for assessing individual progress in the skills required for self-reliance.

**Costs and funding**

CHT received its first funding in 1997 with a grant from Glasgow City Council to help it embark on a small project. In 1998 the CHT developed into a limited company with charitable status, and received National Lottery Charity funding to purchase a building to create workshops, office and training space. Since then it has secured funds from a number of sources, including regular funding from Greater Glasgow Health Board and various departments from Glasgow City Council. It has recently secured additional funding from the European Social Fund.

**Lessons for organisations which support disabled and vulnerable veterans**

- The Service Manager at CHT, Maureen Kelly, has a background of working for the MOD. She explained that the model at CHT is very well suited for veterans, because it is underpinned by peer mentoring and support.
- CHT discovered that providing employment opportunities based around the positive skills of service users is a more realistic route than job seeking on the open labour market. It could incorporate veteran's skills into the creation of its own social firm – or make sure that veterans are referred on to appropriate providers of supported employment which match their skills.
- The regular physical activity incorporated into work at the CHT has positive health outcomes and appears to offer some relief to the symptoms of depression and anxiety and improve mood. This is an element for consideration by organisations which support disabled and vulnerable veterans.
- CHT, like many other supported employment providers, is a starting point for people with disabilities or mental ill health. Once they have achieved confidence, stability and a sense of direction they then go on to satellite projects around Glasgow. Organisations which support disabled and vulnerable veterans should bear in mind that supported employment is not an end destination in the process of getting people into work – it is a process that enables participants to move on and sustain employment elsewhere.

**Issues to consider if signposting veterans to supported employment organisations**

- 4.33 The Coach House Trust case study above is an example of good practice in supported employment. However, there are issues to be considered when identifying appropriate employment providers to signpost veterans on towards.
- 4.34 One issue raised by the case study above is monitoring of participant progression. The Coach House Trust illustrates best practice in this area, but many other supported employment providers are emerging, and may not have such robust systems in place. Many smaller employment providers do not evaluate the impact of their practices. It is therefore important to develop a good understanding of the employment practices

and approaches to monitoring of each workplace, to ensure that veterans are directed on to places that produce positive outcomes.

- 4.35 Capacity is another issue for many supported employment providers. Many projects are dependent on grant funding – and may not be able to expand their operations to take on more employees. In particular, the current economic climate and recent changes to public sector financing have “squeezed” the resources available to the third sector – and growth within the supported employment market may be slow.
- 4.36 There are many “emerging” social firms (those which have not yet met the criteria of 50% of turnover being from sales). Again, the current economic climate may have an adverse impact on sales and threaten the longevity of such firms.
- 4.37 Several large organisations which provide supported employment (for example RBS in Edinburgh) have existing partnership arrangements with supported employment brokers and it may be difficult for individuals to approach them for work without engaging with a broker service.
- 4.38 One barrier to accessing existing supported employment opportunities is the fact that roughly 70% of vacancies in supported employment are “hidden”. It may be difficult for non specialist organisations, such as organisations which support disabled and vulnerable veterans, to identify vacancies that can be accessed.
- 4.39 There is a “benefit trap” related to supported employment – as jobseeker/incapacity benefit is withdrawn if individuals work more than 16 hours. In addition, salaries for supported employees are typically low. This may result in financial difficulties for people who are trying to move into employment and away from benefits – and specialist advice is required for people who seek to enter employment after a long period out of work.

### **Using a Supported Employment Broker**

- 4.40 There are a number of organisations which function as supported employment “brokers” in Scotland – such as Enable, Momentum, Remploy, Capability Scotland and the various “Supported Employment Officers” in local authority areas.
- 4.41 Job brokers may act to facilitate any of a number of stages in the supported employment process<sup>20</sup>:

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<sup>20</sup> This is a summary of the “supported employment process” outlined on the website of the Irish Association of Supported Employment.

Stage One: Employee engagement



Stage Two: Vocational profiling



Stage Three: Job finding



Stage Four: Employer engagement



Stage Five: Job support

- 4.42 During the first stage, employee engagement, there are a broad range of activities undertaken to provide potential employees with information about the process of employment, support available and potential outcomes. Individuals are given relevant information in an accessible format. During this stage a plan of action is agreed to support the individual into open employment.
- 4.43 In the second stage, vocational profiling is undertaken to provide an insight into aspects of the individual's skills, abilities, strengths and weaknesses and produce a detailed profile of employment related issues that may influence the remainder of the process. A person centred planning approach is fully adopted within this stage.
- 4.44 The middle stage of the process is job finding. This is a key stage which may include any of the following activities:
- compiling a Curriculum Vitae;
  - responding to job advertisements;
  - writing speculative letters to employers;
  - cold calling;

- job tasters or work trials (both time limited);
  - developing employer contacts and networks; and
  - creating jobs by the supported employment provider.
- 4.45 Stage four depends on the extent of previous contact with employers and levels of engagement. Typically, the job broker and job seeker will meet with the potential employer to determine what is on offer. Discussions may revolve around:
- skills/experience required by employer;
  - hours of work (or Job Taster/Work Experience Placement);
  - Terms and Conditions of employment;
  - workplace culture;
  - support required by job seeker;
  - support available from Supported Employment provider;
  - support available from employer/co-workers;
  - issues surrounding disclosure;
  - awareness training for employer and co-workers;
  - Health and Safety requirements;
  - availability of funding and support through Government Programmes; and
  - guidance and advice to employers regarding their obligations/responsibilities under legislation.
- 4.46 During all stages of the employment process “on job support” is provided to assist individuals to learn and perform appropriately. Forms of support may include:
- guiding and assisting with social skills;
  - identifying a mentor/co-worker;
  - determining workplace culture;
  - supporting the client to adapt to the workplace;

- providing support to the employer and work colleagues;
- identifying workplace custom and practice; and
- identifying opportunities for career progression.

4.47 Finally, once a person has secured employment there is a final stage of aftercare support. The levels, amount and forms of support to be provided will depend upon the individual's needs, abilities and employment situation. The aftercare support strategy should be planned and reviewed with co-workers, the employer and the individual on the basis that professional support will ultimately be withdrawn and be replaced by support from co-workers.

4.48 The following case study illustrates the range of services offered by a supported employment broker in Edinburgh, and includes a section on "lessons for organisations which support disabled and vulnerable veterans".

<b>Project Name</b>	Remploy (Edinburgh)
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<b>Contact info</b>	22-24 Earl Grey Street Edinburgh EH3 9BN Tel: 08451552590  Branch manager: Michelle Robinson Email: <a href="mailto:michelle.robinson@remploy.co.uk">michelle.robinson@remploy.co.uk</a>
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<b>Background</b>	Remploy was established over 60 years ago to provide sheltered employment to injured soldiers and civilians in the aftermath of the second world war. It now provides a sophisticated employment service to people with disabilities and complex barriers to work. The organisation operates across the UK through a network of town and city centre branches – and recently expanded into Scotland, with offices in Edinburgh and Glasgow.
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<b>Key aims and objectives</b>	Remploy works with employers and jobseekers (people with a disability or health condition) to provide a best match service which identifies vacancies and assists applicants to attain employment. Vacancies are identified for applicants in the area of their choice, and they are supported through the whole journey to employment – by vocational development programmes (such as confidence building, interview techniques, CV writing, communication and presentation skills) – and employer support (such as specially designed interview areas, pre-employment training facilities and the latest technology)– until a person has found a job. Remploy stays in contact with employees and employers for up to two years after a job vacancy has been filled, to provide ongoing support and advice.
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<b>Target group(s)</b>	People with disabilities or health conditions (including mental ill health) who want to start or return to work.
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<b>Recruitment/engagement of service users</b>
<p>Applicants can self refer or be referred by another person/agency. They attend an initial hour long screening interview to assess skill levels and support needs, and to identify the types of employment they are looking for.</p> <p>Employers are told about the benefits of hiring disabled people, which include very long lengths of employment (lower staff turnover), and the creation of a culture of inclusion that can spread through organisations – and emit positive messages to customers.</p>

<b>Types of employment offered</b>
<p>Remploy works closely with a number of employers to assist them to understand the needs of employees they put forward, and to develop knowledge about the vacancies and working practices - to pass onto potential applicants.</p> <p>Edinburgh based employers include the City Council, RBS, Standard Life, local security firms and the NHS. The types of positions found by Remploy vary – but are mainly related to the service sector.</p>

<b>Resources used</b>
<p>Remploy has a large office space in Edinburgh which incorporates a learning suite with the latest technology to support people with different types of disabilities.</p> <p>Most of Remploy's services are paid for through Work Step funding. (This may be a potential problem if organisations which support disabled and vulnerable veterans were to try and find alternative employment for current factory employees through Remploy as individuals cannot be double-funded). There is also the potential for Remploy to be commissioned to provide training on identifying employment opportunities and preparing veterans for work if it decided to develop its own "in house" employer service.</p>

<b>Partnership working</b>
<p>Much of Remploy's work is based on partnerships with employers and referral agencies. Some initial ground work has been made by Remploy to engage with Organisations which support disabled and vulnerable veterans- one of Remploy's staff has been to visit the Lady Haig's Poppy Factory – and they welcome future opportunities to develop a partnership approach to support veterans.</p> <p>For example, in Renfrewshire, in conjunction with the Community Planning Partnership and Workforce Plus, Remploy has been awarded a £300,000 contract to support people with disabilities and health conditions into work.</p>

#### **Outcomes and impact for employees**

Remploy offers tailored appropriate support for each individual – providing expertise which may not be available from Job Centres, potential employers or supportive agencies.

Applicants are provided with a holistic service which includes career advice, help with CV writing, interview tips, advice about disclosing disabilities and benefits advice. The average length of employment secured through Remploy is four years.

Since April 2008 Remploy Edinburgh has found work for 210 people.

#### **Innovative approaches and good practice**

Remploy provide extensive after care support to help people sustain employment – and they stay engaged with employers to make sure that the staff they have put forward have been suitable. They provide a number of innovative services, such a “retention service” for people who are at risk of losing jobs – where they work with the employer to find alternative solutions to redundancies/dismissals, or try to line up new work opportunities to enable smooth transitions into alternative forms of employment.

#### **Sustainability and future activities**

Remploy have committed to supporting 20,000 people per year into mainstream employment by 2012/13 across the UK - and are on track to achieve this. By 2010 they plan to have a network of 45 branches.

#### **Lessons for organisations which support disabled and vulnerable veterans**

Remploy's holistic approach to employability may be of particular benefit to veterans with physical and mental health disabilities. The organisation is open to partnership arrangements, and there is scope for organisations which support disabled and vulnerable veterans to work with Remploy as a referral agency – to build on the networks already established in Edinburgh, Glasgow and Renfrewshire.

Organisations which support disabled and vulnerable veterans may also commission training from Remploy if they wish to develop their own in-house employment services.

## 5 Options for supported employment of Scotland's veterans

- 5.1 This section is based upon findings from interviews with experts in supported employment.
- 5.2 Our findings are presented below, and the various options identified from the interviews are summarised at the end of the chapter.

### The interviews

- 5.3 We interviewed Scottish experts in Supported Employment to explore options to support vulnerable veterans into employment.
- 5.4 Our interviews revealed that historically, veterans have a low profile in the supported employment labour market. All interviewees were very keen to assist a newly identified section of the labour market (vulnerable veterans) with their unmet need for employment.
- 5.5 During the interviews we discussed a number of options to increase employment options for vulnerable veterans. Each interviewee provided suggestions for steps to support veterans into employment.
- 5.6 The interviewees also provided information about resources available to help deliver employment support to veterans.

### Findings from interviews with experts

#### *SocialFirms Scotland*

- 5.7 We interviewed Janice Barnett, Business Development Coordinator at Social Firms Scotland. Janice is an ILM/SFEDI accredited Business Adviser with additional social enterprise certification. She provides support and advice to organisations who want to develop businesses to create employment for their client group. We discussed:
- the potential for organisations which support disabled and vulnerable veterans to develop their own social firms (a "social firm" is a business set up specifically to create good quality jobs for people who are severely disadvantaged in the labour market);
  - buying a successful business with intention of transforming it into a social firm which provides employment for vulnerable veterans; and

- resources that might assist organisations which support disabled and vulnerable veterans to provide supported employment for vulnerable veterans.

*The potential for organisations which support disabled and vulnerable veterans to develop their own social firms*

- 5.8 Janice explained that transformation within charity organisations (such as Poppyscotland) has been a traditional form of development for social firms.
- 5.9 If organisations which support disabled and vulnerable veterans wish to develop into social firms, the first issue which needs to be addressed is: which veterans do they intend to employ? The profile of a vulnerable veteran in need of employment is wide ranging – and many individuals will have very different employability needs. There also needs to be agreement about many veterans it is possible to employ in the longer term.
- 5.10 It may not be possible to run an operation that can meet the needs and numbers of all vulnerable veterans. If organisations which support disabled and vulnerable veterans wish to support all veterans, they may need to adopt multiple approaches to employment. For example, they might set up a social firm which provides appropriate employment for people with physical disabilities, but also operate a signposting service to direct veterans with mental ill health to a supported employment broker, who can identify employment opportunities for these veterans.
- 5.11 One of the first steps in developing a social firm is to conduct a feasibility study and develop a business plan. Organisations which support disabled and vulnerable veterans need to carefully identify appropriate business markets to enter, and assess the resources that will be required for start up.
- 5.12 In particular, extensive research needs to be carried out to identify which products or services meet the criteria of the social firm created. There are a number elements to be considered when deciding what to produce, such as cost of production, profitability of the product, size of the potential market, skills required in production, whether or not the employment will assist veterans to progress on to sustained employment elsewhere and the fact that developing a new product may require the transformation of existing structures in a business, and new expertise.
- 5.13 There are a number of different business structures which could be adopted by organisations which support disabled and vulnerable veterans in the establishment of a social firm including:
- unincorporated associations;

- trusts;
  - limited companies;
  - some industrial and provident societies such as community benefit societies;
  - Community Interest Companies; and
  - charitable incorporated organisations.
- 5.14 Choosing a legal form is an important part of establishing a social enterprise. As a framework for business, it is important to develop a form that makes it as easy as possible for the social enterprise to be successful. Janice noted that SocialFirms Scotland is able to offer advice and guidance on different legal structures.

***Buying a successful business with intention of transforming it into a social firm***

- 5.15 During the interview Janice also suggested another option available to organisations which support disabled and vulnerable veterans - they could buy a business and transform it one which provides supported employment opportunities for vulnerable veterans.
- 5.16 This suggestion was based on recent research by Forth Sector Development<sup>21</sup>. The research noted that acquisition may be a quicker route to establishing a Social Firm.

***Barriers to developing social firms***

- 5.17 Setting up a new business, or transforming existing business operations is a significant task, which sometimes involves the overcoming of barriers. Some of these hurdles are referred to in the section above – new ventures are underpinned by extensive periods of research and decision making, and require investment and resources to get off the ground.
- 5.18 In addition, organisations which support vulnerable and disabled veterans may encounter a degree of resistance to change both internally and externally, for the simple reason that change is sometimes disruptive and stressful. Some stakeholders may be sceptical about proposed changes, and there may be disagreements over the advantages and disadvantages of different approaches, which take time to resolve. Individuals may feel that change threatens existing traditions, or causes a loss of power, skills or income. Other issues to be faced are: poor planning; lack of

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<sup>21</sup> "Buying businesses and turning them into Social Firms: lesson for Scotland": Kevin Robbie, Emma Hutton and Leona McDermid.

communication; lack of integrating changes with existing practices; and process and organisational barriers.

- 5.19 Good management can ensure that changes are introduced with minimal disruption. Firms can “ready” themselves for change, by reflecting on the many reasons for welcoming it – positive outcomes for existing and new employees, opportunities for personal development, new challenges and a chance to reconnect with the organisation’s *raison d’être*, during which staff feel able to participate and shape outcomes.

***Resources that might assist organisations which support disabled and vulnerable veterans to provide supported employment for vulnerable veterans***

- 5.20 Janice also pointed us to a number of organisations that can provide support to business which wish to establish social enterprises:
- Aspire to Enterprise (a programme providing a range of Business Support Services to ambitious, developing social enterprises in Lowland Scotland)
  - Cranfield Trust (offers free management support to voluntary organisations and social enterprises addressing issues of poverty, disability and social exclusion)
  - Pilot Light (brings together charities and business professionals to work together to tackle disadvantage in Scottish communities).
- 5.21 We were provided with a checklist produced by SocialFirms UK which may be used by organisations which support disabled and vulnerable veterans. The checklist assists organisations working toward becoming a social firm to understand the criteria for such businesses, and enable funders, stakeholders and those seeking work to understand the model more clearly. Their “value based checklist” focuses on three key areas: enterprise, employment and empowerment as outlined in the table on the following pages.

**Table 5.1: Value based checklist**

Enterprise	
Essential	Sources of evidence
At least 50% of the firm's turnover is earned through sales of market-led goods or services	Accounts
The firm has a constitution or written guiding principles displayed	Constitution Written guiding principles displayed
The firm has a management structure that supports trading as the firm's primary purpose	Organisational structure Job descriptions for key staff
The firm is trading and follows business processes, such as having - -----	Business Plan Marketing Plan Employment Plan
The firm has an appropriate legal status. It must not be governed or driven by individual profit (except for worker cooperatives). Remote shareholders must not extract unreasonable profit	Constitution
(Desirable: The firm is independent. Decision making and the control lies with the firm's employees/workers/own board).	Constitution

Employment	
Essential	Sources of evidence
An equal approach is taken to the type of employment contracts used (permanent, fixed, temporary) between disadvantaged and non-disadvantaged staff	Employment contracts
The firm operates processes to engage employees in their own and the organisation's development	Staff handbook Supervision and Appraisal procedure or other staff engagement systems and processes
The firm is compliant with relevant employers legislation e.g. Disability Discrimination Act and National Minimum Wage	Policies and procedures Practice Publicity material
All employees have the opportunity to progress either within the Social Firm or into alternative employment as appropriate	Staff profiles Staff exit interviews Supervision and appraisal
The firm is acknowledged as a good employer by employees and stakeholders	Staff and stakeholder endorsement
The firm has procedures and policies in place in respect of Equal Opportunities and Health and Safety	Equality and diversity policy Health and safety policy
All employees have a contract of employment and market wage at or above national minimum wage	Employment contracts Payroll
25% or more of employers are severely disadvantaged	Staff profiles
(Desirable: Disadvantaged people are employed at all levels in the firm with reasonable adjustments as required)	Staff profiles
(Desirable: The firm is acknowledged as a good employer through an external accreditation process)	Appropriate/relevant Quality Management system such as Investor's in People Award

Empowerment	
Essential	Sources of evidence
Reasonable adjustments are made for employees relevant to their needs	Support assessment form and action plan Supervision and appraisal procedure
There are processes in place for managing stress. Staff are encouraged to have control over their working environment	Stress management policies, systems and procedures Staff well being (sickness levels)
The firm provides Disability Equality and Awareness training to all staff as appropriate	Training Handbook Staff profiles Staff appraisals
The firm's organizational structure is enabling and encourages staff to participate in business decisions as appropriate	Reports of decision meetings Rep on the board/management committee
The firm has an added emphasis on training for disadvantaged staff. Training reinforces and builds on learning and takes account of developing social skills as appropriate	Training Handbook Staff profiles Staff undergoing training inc accredited training Staff appraisals Staff endorsement Exit interviews
Trainees, work experience candidates and volunteers have different programmes and responsibilities to employees. Training should be time-limited and should lead to an award once competencies are achieved	Training contract Training programme leading to award or qualification Volunteer agreement Work experience programme
The firm demonstrates a commitment to maintaining staff confidentiality. There is a procedure in place that demonstrates when staff have agreed that information can be shared	Written agreements acknowledged by staff
Volunteers have agreements that reflect good practice in volunteering	Volunteer agreements Volunteer profiles
Staff development is a priority for the firm to maximize each employee's ability and potential	Supervision and appraisal Other staff engagement systems and processes/Investor's in People Award
(Desirable: The firm implements social accounting and/or social audit)	Social accounting and social audit reports

- 5.22 Janice suggested that she would be able to support organisations to develop businesses which create employment for veterans, and she welcomes contact from organisations which support disabled and vulnerable veterans in future.

### Scottish Union of Supported Employment (SUSE)

5.23 We interviewed Callum MacGregor, Chair of SUSE, and discussed three potential options for organisations which support disabled and vulnerable veterans to increase the amount of supported employment provision for veterans:

- campaign at a national level for more government support in finding appropriate employment for veterans;
- commission an organisation to provide a supported employment brokerage service; and
- develop the business to provide supported employment themselves.

#### *Encourage veteran representation on management boards to raise the profile of supported employment issues at high levels*

5.24 It was suggested that another method of raising the profile of vulnerable veterans as a group in need of employment support would be for organisations which support disabled and vulnerable veterans to encourage veterans to sit on the board of large supported employment providers.

#### *Commission an organisation that provides a supported employment brokerage service to act on organisations which support disabled and vulnerable veterans' behalf*

5.25 Callum explained that supported employment vacancies are generally not advertised – typically a relationship exists between a “broker” agency and a provider who will “cold call” when someone with the right skills/fit turns up - to identify hidden vacancies, and in some cases suggest employment where a job might not have existed previously. Developing such partnerships and inside employer market knowledge can consume a significant amount of time.

5.26 We discussed the suggestion of “buying in” services – and commissioning an employment broker to act on veterans behalf (for example Capability Scotland).

#### *Develop the business to provide a signposting service to supported employment opportunities*

5.27 We discussed a model in which organisations which support disabled and vulnerable veterans signposts veterans to supported employers. Callum noted that there are standard tools available for job matching which

organisations can access. Staff would need to be trained to assess veteran needs and match them up with appropriate placements.

### *Other findings*

- 5.28 Callum explained that organisations which support disabled and vulnerable veterans can play a key role in sustaining supported employment by liaising with employers and providing ongoing specialist support to veterans. Their expertise means that they are best placed to understand veterans' needs and experiences.
- 5.29 We explored the issue of funding for supported employment – such as whether or not organisations which support veterans have ring fenced Work Step money.
- 5.30 Following a consultation process in 2008, DWP published its proposals for improving specialist disability employment services in November 2008. A new programme (to be called “Ideas”) was proposed which would merge Workstep with other disability employment services. This programme has been put out to tender and the new contracts, which operate across four areas of Scotland, will come into effect in October 2010. Prime contracts have already been awarded and subcontracts for the delivery of some supported employment services are being negotiated at present. Organisations which support disabled and vulnerable veterans will miss the opportunity for entering a subcontract during this round of the tender process – but may place themselves in a position to apply during the next tender round.

### *Resources that might assist organisations to provide supported employment for vulnerable veterans*

- 5.31 During the interview we discussed the resources that might be utilised by organisations which support disabled and vulnerable veterans. Callum recommended *Scottish Business in the Community (SBC)*, a member based organisation that might help organisations which support disabled and vulnerable veterans to develop an arm of the business which provides supported employment for veterans. SBC provides a not-for-profit service with experts that spend time working in partnership with organisations to identify with new enterprise solutions.
- 5.32 Callum explained that SUSE is a member led organisation which provides expertise and knowledge on supported employment issues and is a valuable resource for agencies which support people with disadvantages into work. He noted that he would be very happy to provide further advice to organisations which support disabled and vulnerable veterans if they wish to follow up on findings from his interview.

## Remploy

- 5.33 We interviewed Michelle Robinson, Branch Manager of Remploy (Edinburgh).
- 5.34 Most of our findings about the process of job brokerage are outlined in the case study presented in chapter four – but we made some additional findings in our interview which are worth inclusion.
- 5.35 Michelle noted that the Royal Blind in Edinburgh is undertaking a £2m refurbishment of its workshop to provide 21<sup>st</sup> century employment opportunities to people who are blind or visually impaired. She suggested that there might be partnership opportunities for organisations which support disabled and vulnerable veterans to develop local referral services which direct veterans to the workshop.
- 5.36 Michelle also explained that Remploy takes “one off commissions” to train staff in organisations that wish to develop their own supported employment brokerage service. This is another option for organisations which support disabled and vulnerable veterans to consider if they wish to develop a “brokerage” service for vulnerable veterans.

## Options for organisations which support disabled and vulnerable veterans

- 5.37 Following on from our interviews with experts we present a number of options that organisations which support disabled and vulnerable veterans might consider to assist vulnerable veterans to find employment.
- Option One – develop a signposting service for veterans seeking supported employment. This signposting will direct veterans onto appropriate job brokerage services.
  - Option Two – identify appropriate supported employment providers and develop partnership agreements to secure work for veterans.
  - Option Three – commission a job brokerage service to operate on behalf of organisations which support disabled and vulnerable veterans’s behalf.
  - Option Four – develop a specialised “aftercare” service to help veterans sustain employment once they have found work.
  - Option Five – commission a supported employment broker (such as Remploy) to train staff and develop a specialist veteran supported employment brokerage service. This would require the development of a complete directory of supported employment providers, plus networking and relationship building to enable organisations which support disabled and vulnerable veterans to identify hidden vacancies.

## 6 Conclusions and recommendations

- 6.1 Organisations which support disabled and vulnerable veterans are well placed to provide an effective supported employment service for veterans.
- 6.2 There are several options to consider when taking next steps forward:
- Option One – develop a signposting service for veterans seeking supported employment. This signposting will direct veterans onto appropriate job brokerage services.
  - Option Two – identify appropriate supported employment providers and develop partnership agreements to secure work for veterans.
  - Option Three – commission a job brokerage service which operates on veterans’s behalf.
  - Option Four – develop a specialised “aftercare” service to help veterans sustain employment once they have found work.
  - Option Five – commission a supported employment broker (such as Remploy) to train staff and develop a supported employment brokerage service. This would require the development of a complete directory of supported employment providers, plus networking and relationship building to enable Poppscotland to identify hidden vacancies.
- 6.3 Supported employment provision which goes beyond sheltered workshops is a new direction for many organisations which support disabled and vulnerable veterans. It may take time for veterans and their families to recognise they can access additional services through such charity bodies. A new marketing initiative will need to be developed alongside whatever option or combination of options organisations which support disabled and vulnerable veterans chooses to pursue, to make veterans aware that tailor made pathways to employment are being created for them.
- 6.4 We recommend that organisations which intend to transform their business in order to provide supported employment to veterans refer to SocialFirms UK’s value based checklist as a first step in considering whether or not to pursue the option of employment provision.