

# Joined Up For Jobs Information Flow and Mapping Research

Report  
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## Introduction

### **JOINED UP FOR JOBS - EDINBURGH'S EMPLOYABILITY AGREEMENT**

Joined Up For Jobs is the joint strategy for access to work in Edinburgh of the Capital City Partnership, Scottish Enterprise Edinburgh & Lothian, Jobcentre Plus and the City of Edinburgh Council. It is supported by the city's Social Inclusion Partnerships through their close relationship with the Capital City Partnership, the partnership of statutory, voluntary and community bodies for social inclusion in Edinburgh.

Through the strategy the partners work together to co-ordinate provision around the aims that it sets out. These include focusing effort on the needs of target groups with particular difficulties in relation to work; and helping employers with their skills and workforce needs. The partners aim to improve opportunities for those in Edinburgh who need jobs, to improve the position of those in low paid and insecure work, and to help employers find the workers they need. They have the following intentions for employability services in Edinburgh:

- that they operate as effectively as possible through being demand-led and client-centred
- that they are co-ordinated and integrated into a city-wide network
- that they are targeted on identified excluded groups and are adequate to address the needs in the city.

This partnership of key policy and funding agencies works with a wider partnership of provider agencies in the city. It seeks to make it easier for them to do their work by co-ordinating funding around agreed objectives and tasks.

A number of initiatives have sprung directly from this strategy:

### **SECTORAL ACADEMIES**

One of the specific initiatives under Joined Up For Jobs is the creation of sectoral employment academies that tailor training to the needs of their industries and for known vacancies. They aim to assist employers and people seeking work to find the training and employment opportunities they need. The industries covered include:

- Healthcare
- Construction
- Retail
- Tourism/hospitality
- Cultural industries
- Public Administration
- Finance/IT

The academies are working at the jobs end of the employability spectrum, opening up new opportunities for people seeking work with the help of community-based intermediaries. They have proven an effective way of engaging employers.

### **TARGETING EMPLOYABILITY SERVICES**

The strategy is concerned with a pattern of services that ensures a universal access to a basic level of service. In the four SIP areas this is achieved through the intermediaries they fund. Concern about areas of high relative disadvantage not covered by the SIPs led to the establishment of an Action Teams, funded by Jobcentre Plus, Scottish Enterprise and the City Council, for wards in the east of the city.

The strategy also has a set of city-wide target groups, for each of which an assessment is underway covering the scale of the group, their needs in relation to employability and mapping of existing resources supporting them. On this basis gaps will be identified and measures taken to fill them. The target groups are:

- Disabled including:
  - Physical disabilities
  - Mental disabilities
  - Mental illness
- Ethnic minorities including:
  - Refugees
  - ESL speakers
- Lone parents
- Ex-prisoners
- Care leavers
- Drug misusers
- Homeless

## Objective of research (See Appendix 2)

Capital City Partnership Strategy Group has agreed to pursue improved effectiveness of the provider infrastructure through IT based links between academies and intermediaries. The Outcomes Partnership Ltd successfully implemented phase 1 by piloting the 'employment pathways' database with four organisations (Edinburgh Retail Academy, Construction Academy, Moving On Ltd and Worktrack) for a range of internal functions.

Phase 2 will involve carrying out research and then rolling out software to a number of participating organisations for more detailed testing of inter-organisational functions. This will form the basis for a feasibility study for full implementation across the city.

The Outcomes Partnership were asked to create a report and presentation that will describe; The current patterns of information flow between organisations in the pursuit of their goals for helping clients into work and helping employers recruit employees through programmes; The actual flow and need for information between providers and funding/policy organisations; The protocols or agreements about information exchange in existence already, or planned, or desired; in particular the means of dealing with data protection and confidentiality issues; The limitations experienced by organisations in existing information exchange and the needs and desires they describe which might be addressed through this project; The adequacy of existing ITC resources and their use within provider organisations.

The following report includes the key points and recommendations.

Full narrative reports from each organisation are available from Capital City Partnership. However, they will not be made available without the written permission from each of the participating organisations.

The views expressed in this report are those of the author(s) and do not necessarily reflect those of Capital City Partnership.

Sheena Morrison (Sheer Face Ltd) and Kevin Morrison (The Outcomes Partnership Ltd).

## Participating Organisations (See Appendix 1)

Following guidance from Capital City Partnership and City Edinburgh Council Economic Department, 30 organisations were selected to participate in the research. 80% completed the research (Please see Appendix 1: List of Participating Organisations).

Organisations were selected on the basis that they went across the full spectrum of the service delivery model. However a lot of organisations felt that they either conducted work across each of the stages of the model or they were not sure of the precise rationale behind the model and would like more detail. Hence the research has been completed on the basis of splitting the group into intermediaries and academies. More research will need to be conducted to map organisation across the 5 categories: Initial Engagement, Intermediary, Intermediary & Academy, Academy and Employer/Intermediary.

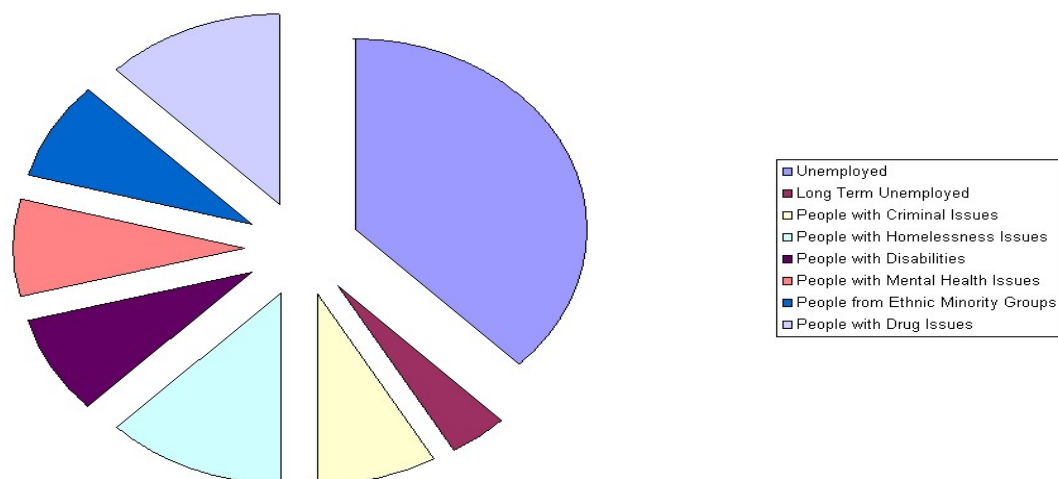
Job Centre Plus and Career Scotland were not included within this initial research as it was acknowledged that they already had nationally networked databases to deal with all aspects of their work.

Organisations were carefully selected to represent citywide projects and those operating in Social Inclusion Partnership Areas.

EH1	EH3	EH4	EH6	EH7	EH8	EH12	EH14	EH16
3	4	2	4	2	2	2	2	3

The organisations that participated support high volumes of clients across the target groups:

Number of Participating Organisations by Target Groups



The research was introduced to the organisations at the Academy and Intermediary Forum in September 2003. **(See Appendix 2)**

The information within the research was collected by the completion of questionnaires. 50% were completed by in-depth telephone interviews that took up to 1½ hour, 35% was conducted by in-depth face-to-face interviews taking 2 hours at the participating organisations premises and 15% completed questionnaires that were posted to them.

10 organisations participated in focus group to discuss the findings. The participants were asked to complete a feedback to rate the quality of the research, value of the findings and motivation to participate in the next stage of the roll out. **(See Appendix 7)**

Of the 20% of the organisation who were contacted and did not complete the research, the following reason were cited: One declined, One did not have the people resource to participate, One felt that as a new project manager they did not have the knowledge to participate and three did not complete the postal questionnaire within the required time.

## Conclusions

The JUFJ Strategy Group is going to select organisations for Stage 2 of the roll out of the Employment Pathway System based on eligibility criteria. This will be based on the enthusiasm of the organisations, inclusion within the employment delivery model, I.T. readiness and willingness to regularly exchange client data with referral organisations.

Once the organisations have been selected to participate within the roll out of the database. The Outcomes Partnership Ltd in consultation with CCP must then develop a roll out strategy to ensure that the project is delivered to a high standard, within the scope of the roll out, fully resourced, meeting agreed milestones and reviews in terms of budget and timescales. It is important that expectations on both sides are fully understood and agreed.

## Recommendations

It is our belief that the software should be rollout to participating organisations on the basis that they are willing to work in partnership to:

1. Decide on common data sets for employability.
2. Input all client data (agreed data set) into the common Employment Pathway System developed by The Outcomes Partnership Ltd.
3. Develop a common understanding of Data Protection principles, procedures and policies for the appropriate and confidential sharing of client data.
4. Decide on principles and protocol to enable JUFJ partnership working
5. Develop or adopt the use of common assessment tools to record and evaluate client and group progress (distance travelled).

## Information Technology – Use and Capacity (See Appendix 3 and 4)

Organisations were asked a series of specific questions related to information technology use and capacity. All responses are summarised in Table 1 below:

ICT Capacity	No	Yes	Total	No%	Yes%
Industry Standard IT Equipment	9	15	24	38%	62%
Industry Standard Software	9	15	24	38%	62%
Internet Provider Contract	8	16	24	33%	67%
IT Network	12	12	24	50%	50%
Staff Training Budget	9	15	24	38%	62%
IT Administrator	12	12	24	50%	50%
IT Back Up Procedures	11	13	24	46%	54%
IT Maintenance Contract	3	21	24	13%	87%

62% of organisations reported that in their view they had industry standard IT equipment (**See Appendix 8**) for all staff that required access for their role. However it does mean that 38% of the organisations stated that they were struggling along with equipment that is not adequate for the role.

62% of organisations have Industry Standard Software (**See Appendix 8**) including MS Access. The other 38% of organisations have software that is unlicensed or below MS Office 98.

33% of organisations are not constantly connected to the Internet and have unpredictable monthly bills. Lack of access for all team members has meant that some organisations have to a bottleneck of staff trying to use one connection point. This limits the seamless flow of information and reduces the opportunity to learn and share information.

50% of organisations do not have their computers networked and are not obtaining the full benefit of sharing information with colleagues. It also means that information is fragmented and dispersed across the organisation, leading to individual computer users developing their own mechanisms for collecting and monitoring client progress. 20% of the organisations who do have a network, reported that they do not fully understand the benefits and are not optimising its use.

38% do not have a dedicated staff-training budget. The main reason cited was the difficulty in including staff training costs within their project funding applications. Of the remaining 62% of organisations who had dedicated staff training budgets, Information Computer Training (ITC) skill development was an area that previously has not been a priority focusing instead on hands on skills in supporting client groups.

33% of organisations felt that they did not have the required skill level to access the Internet and use MS Outlook functionality for calendars, tasking work and storing contacts.

58% of organisations identified that improving skills in navigating, editing and deleting data in MS Access would improve the quality of data held on clients.

46% of organisations felt that they would benefit from training in creating basic client and organisational reports, running basic data searches and creating mail merge letters using MS Access.

## Conclusions

The key priority for organisation over the past decade has been front line delivery of services. Information technology has taken a back seat. Most organisations are now very keen to implement improvements in the use of information technology to assist in progressing their clients and organisation.

As highlighted above there are currently a number of problems and issues related to Information Technology use and capacity that are acting as barriers and limitations to exchanging, using and analysing client information.

In summary the key issues identified are the limited access to the internet, high internet bills, using old computers that have old software installed and are not networked internally, lack of knowledge on data back up and limited computer skills to competently input, exchange and analysis client and organisational data.

If organisation were all able to gain access to the Internet at an affordable price it could help keep them up-to -date on best practice and allow them to exchange information more effectively with other organisations

If ICT standards across the city could be raised it would demonstrate the increased quality and consistency of data recording and reporting within the employability field; provide vital social economic data which can be used for benchmarking and provide learners with an industry standard and structured ICT personal development plan leading to qualifications.

By developing ICT skills and training the organisations to analysis the data, this would enhance organisations ability to identify gaps in their service, highlight best practice and ensure social inclusion milestones are being reached.

If these can be resolved it would be much easier to establish 'co-ordination mechanisms that increase efficiency and effectiveness of the delivery network' across JUFJ organisations.

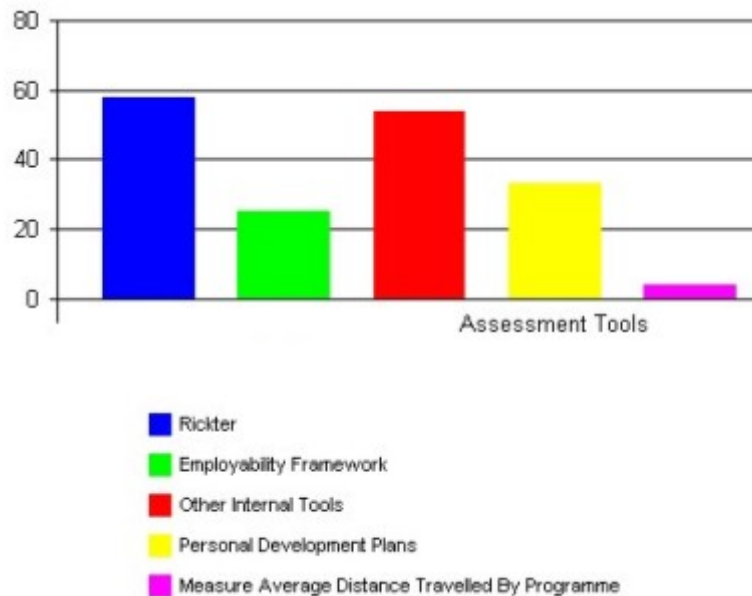
## Recommendations

We would recommend that The JUFJ strategy group consider the following:

1. Develop a JUFJ Information Technology Strategy Action Plan.
2. Develop a strategy to help organisations get connected to the Internet in the most effective and cost efficient way.
3. Provide information on discounted and free Microsoft software licenses.
4. Extend procurement agreement already negotiated within the city to all organisations (stationary, IT equipment, IT software, Office Equipment, Catering, and Training etc).
5. Provide training to help organisation optimise the use of networking computers to share information internally.
6. Provide training for organisation to further develop competency and skill in recording, monitoring and reporting on client and organisational progress.
7. Provide training to help JUFJ organisations develop analytical skills using MS Access and Excel to create management reports.

## Assessment Tools – Use

Organisations were asked what Assessment Tools they use for Monitoring and Evaluation. All responses are summarised in Chart1 below:



58% of organisations use Rickter as their main assessment tool. 25% of Organisations use Rickter and/or the New Futures Employability Framework and 54% use their own bespoke assessment tools.

Most of the be-spoke assessment tools are created by employees of the organisations using either MS Word or Excel. Not all of the employees have the benefit of experience and training in learning methodology and have had to develop assessments by trial and error. Some organisations felt that the process of developing in-house assessment tools was very time consuming and often not directly beneficial to the learner.

It was also noted during the research that it would be useful to share best practice and resources between organisations rather than duplicate workload.

The monitoring and evaluation function tends to be a static paper based process and organisations are unable to monitor progress or distance travelled in any systematic way.

Organisations were asked whether they would like the robustness within their management information systems to:

- ✓ Effectively measure average distance travelled by programme and or target groups
- ✓ Easily create and store flexible customised Personal Development Plans (PDP's)
- ✓ Measure soft and hard outputs and outcomes to support funding applications and reports
- ✓ Mail Merge wizard to automatically create letters to targeted client groups

80% of the organisations responded very affirmatively by stating that they would welcome the introduction of a system that provided the above functionality.

Based on the perceived assumption that the 'Employment Pathway' system provides this functionality:

- ✓ 75% expressed a desire to introduce/pilot the software
- ✓ The other 25% of organisations are either committed to the continued use of a national database system or sceptical of any benefits that they would derive from using an improved management information system.

## Conclusion

To conclude, there was a strong desire from the organisations to use effective tools to monitor client progress.

Most organisations used tools that had been developed in house e.g. action plans, informal review meetings, case notes and personal develop records.

A very high percentage of organisations stated that funders required them to use Rickter Scale Analysis and the New Future Employability Framework.

Most organisations are keen to continuously improve the methods and assessment tool they use to support client develop and distance traveled.

An overwhelming percentage of organisations were keen to consider the introduction of new a computer system if it would help them to record hard and soft outcomes, incorporate existing assessment/development tools (e.g. personal development plans, case notes, action plans, rickter feedback etc) and provide client and funder reports.

## Recommendations

We would recommend:

- Sharing best practice in developing assessment tools
- Sharing assessment tools already developed
- Agreeing protocol in using and exchanging client data that has been collected via assessment tools
- Identifying gaps where new assessments tools are required
- Reviewing new assessment tools on the market and providing feedback
- Organisations use the Employment Pathway System to input client data collected via the various assessments tools (Action Plans, Rickter, New Futures Employability Framework etc).

## Data Protocols (See Appendix 3 and 4)

Organisations were asked about protocols or agreements in information exchange, in particular the means of dealing with data protection and confidentiality issues; whether they had data protection policies and procedures in place. This was based on the principles outlined in the Data Protection Act 1998 that came into effect on 1 March 2000. The Act regulates the use of personal data and gives effect in UK law to the European Directive on Data Protection.

All responses are summarised in Table 2 below:

<b>Policies and Procedures</b>	<b>No</b>	<b>Yes</b>	<b>Total</b>	<b>No%</b>	<b>Yes%</b>
Client Confidentiality Authorisation	9	15	24	38%	62%
Data Protection Policy	9	15	24	38%	62%
Data Protection Procedures	15	9	24	63%	37%
Data Protection Register	14	10	24	58%	42%
Misuse of Data Disciplinary Procedure	13	11	24	54%	46%
Passwords Changed	19	5	24	79%	21%
Procurement Agreement	12	12	24	50%	50%
Security of Manual Records Procedure	2	22	24	8%	92%
Staff Authorisation & Password Record	14	10	24	58%	42%
Staff Confidentiality Disclosure Form	10	14	24	42%	58%
Update & Monitor Data Procedure	18	6	24	75%	25%
IT Administrator	12	12	24	50%	50%
IT Back Up Procedures	11	13	24	46%	54%

Most organisations were aware that they record and use personal data that relates to information about living, identifiable individuals. We then investigated in more detail the practices implemented by organisations against those defined by the Data Protection Principles:

- 38% of organisations do not have a Data Protection Policy
- 62% do not have Data Protection Procedures
- Only 21% of organisations change their passwords frequently.
- 92% of organisations secure manual files under lock and key and some reported to having clear desk policies.
- 46% of organisations run the risk of losing all their data, as they do not have adequate data back up procedures.
- 50% of organisations have a dedicated member of staff to deal with IT administration and problems.

- 54% of organisations do not have a disciplinary procedure for the misuse of data
- 46% include a general disciplinary procedure within their Terms of Contract or in staff Ethical Code of Conduct
- 42% of organisations did not have a staff confidentiality disclosure form
- 38% of organisations run the risk of being sued by their client's as they do not have client authorisation forms and hence no formal agreement about how they record and process client data.
- 58% of organisations have not notified The Information Commissions Office that they hold personal information about living individuals on their computer and have such information processed on computer by others. Hence these organisations have not returned their application and paid the annual notification fee and have not been added to The Data Protection Register and allocated a security number.
- An overwhelming 71% of organisations stated that they required training to understand the principles of data protection and legal requirements.

## Conclusions:

To share vital information about clients freely between organisations, organisations need to feel that they are doing the right thing by their client, that the data they exchange is appropriate and relevant information and lastly that they are not breaching data confidentiality. For this to happen there needs to be a major shift in the understanding of data protection principles across the industry.

From our finding we feel that in order for organisations to feel confident and comfortable sharing client information there will need to be a programme of change management implemented across the industry. This would need to focus on developing team work, encouraging 'real' partnerships, developing trust in other organisations, reviewing issues arising due to organisations having to compete for funding, breaking down barriers to partnership working, sharing resources and having a common goal.

We feel that it is essential for any consistent exchange of quality information that it would be useful for part of the JUFJ strategy group driving improvements in the way that client information is recorded and processed. This may be to encourage and support organisations to implement sound and proper practices and review progress; Implement a programme of change management and data protection training; Agree what data sets can be shared and what is not appropriate to

share between organisations; Agree protocols in exchanging and using client data between organisations and Web space to share best practice and any relevant templates

## Recommendations

We would recommend that the following be implemented to help improve data protection

- Run Data Protection Training
- Agree data protection protocols when sharing information between organisations
- Run JUFJ Change Management Training Programme
- Develop a JUFJ data quality strategy plan

## Referrals – Flow of Information (See Appendix 5)

Organisations were asked about the current patterns of information flow between organisations in the pursuit of their goals for helping clients into work and helping employers recruit employees through programmes.

Organisations were asked to state the top 3 organisations that they received clients from and the top 3 organisations that they referred client out to, this is a total of 144 responses.

Only 36 of these, were formal agreements with set protocols, reporting procedures, target numbers to achieve and were linked to funding.

33% of these formal agreements were with Job Centre Plus, 8% Edinburgh Social Work Department and 11% with Career Scotland.

Organisations were asked to state the information they received on the clients referred to them from other organisations. 55.5% of all referrals into organisations were provided over the telephone on the point of referral and included only basic client contact details (Name, National Insurance Number, Contact Details, Date of Birth and maybe a quick summary of reasons for referral).

28% of referrals are sent on a referral form by fax or post and again included only the basic contact details.

18% of referrals were in-depth details on the client (Contact Details, Education, Job History, Training, Reason wanting to participate in training or receive support, medical or criminal history where appropriate, training needs, barriers to employment or training, etc).

The remaining 5.5% of referrals were completed by the referring organisation personally introducing and handing over their client to the receiving organisation.

## Conclusion

To summarise, Research has highlighted that when organisations have formal service level agreement in place with referral organisations, they have a clear

understanding of target number of referrals, agreed protocols for transferring information and set reporting procedures.

When organisations have an informal agreement with other referral organisations it tends to be adhoc, limited transfer of client data and following no set reporting procedures.

Job Centre Plus, Edinburgh Social Work Department and Career Scotland appear to have the most experience of successfully setting up Service Level Agreement, hence it may be beneficial for them to run awareness session for other organisations to learn from their success, share best practice and get constructive advice on setting up formal service level agreement (SLAs) with appropriate allies.

## Recommendations

1. Set up formal SLA's with referral organisations
2. Agree standard JUFJ processes and procedures for sharing client data
3. Share best practice in setting up SLA's

## Funding – Information Flow (See Appendix 6)

Organisations were asked questions about the actual flow of information between providers and funding/policy organisations.

The 24 participating organisations receive funding from a total of 40 different sources.

Organisation's funding packages are generally made up from a complex mix of funders.

Table 2 shows that only 3 organisations receive 100% of their funding from one source. 2 of the organisations received this funding from New Futures and the other from New Deal Innovations. These organisations had a clear understanding of funder requirements, target clients, data set to collect and communication and reporting channels. These organisations had a good relationship with their funders and store client data in a variety of excel and paper records. They generally do not find it time consuming or complex to produce reports. These organisations are relatively new and are accumulating larger volumes of clients daily. They are now at a stage of requiring more sophisticated methods of data collection to monitor and evaluate client and organisational progress.

41.5% of organisations report to 2-3 different funders. The most dominant funders in this group include JCP, ESF, City of Edinburgh Council and Scottish Enterprise Lothian & National.

25% of organisations have 4-5 different funders and the remaining 21% have up to 11 different funders.

**Table 2: No of funders per organisation**

No of Organisations	3	4	6	2	4	5
No of Funders	1	2	3	4	5	>5

Organisations were asked to identify any keys problems they have with creating reports for their funders:

- 67% of organisations found it time consuming and confusing to provide information in a variety of different formats for each funder (email, excel, access, on-applications, paper forms, one to meetings, external inspections, narrative reports, etc
- 42% stated that the information requested by funders is very repetitive
- 40% identified the difficulty ensuring the integrity of data when having to cut, paste and interrogate data to get the right level of detail required for each funder
- 10% spent time compiling funding applications that have been rejected and then suddenly accepted because funding conditions or climate has changed
- 23% stated difficulties in tracking clients and outcomes
- 52% stated they had difficulty in collating the information for reports as it is stored and collated on paper, different computers, different databases, retained in the heads of individuals or not easy to record.

Organisations were asked to state any improvements that would make it easier for them to create reports for their funders:

- 17% organisations felt it would be helpful to have clear and simple written instructions on completing claims
- 21% organisations thought it would be of benefit to share best practice in completing reports and listen to organisations with high success rates in winning funding
- 32% felt that city wide training on applying and completing funding applications and returning claims for different funders would make the learning curve less painful and time consuming
- 43% stated that it would make sense to have similar format reports as other organisation
- 41% felt that funders need to get together and develop a JUFJ funding package
- 77% stated that an improved computer system would be an improvement
- 12% wanted a central funding mechanism
- 17% organisations stated that it would be beneficial if funders would minimise the number of forms to be completed
- 62.5% stated that it would be an improvement is there was a consistency in the format of information required for funders
- 17% wanted the funder to recognise the amount of time taken away from front line delivery of projects to complete claim forms.

- 15% organisations stated that they would like a system that helps to reduce the amount of paper chased per client

## Conclusion

To summarise, JUFJ organisations report to sending a lot of their management time applying for funding, revising applications and providing similar or the same client and financial reporting in different formats for different funders.

An overwhelming percentage of organisations have suggested that they would benefit from having improved computer systems to record, manage and report on client progress.

## Recommendations

1. Provide an improved computer system to help organisations record, monitor and report client progress to funder requirements
2. Provide management training to develop enhanced and knowledge and skill in preparing and revising funding applications
3. Provide management training to develop enhanced skills to audit, analysis and evaluate client and organisational data
4. Provide up-to-date information on new funding sources & eligibility
5. JUFJ central funds which can be accessed for partnership working
6. Share best practice in making and winning funding applications

## Final Conclusion

Our research findings demonstrate conclusively that there is recognition by the vast majority of access to work organisations of the significant benefits their respective organisations could derive from the implementation of a common information system, across the JUFJ's network. Moreover, most organisations are extremely enthusiastic about implementing ICT improvements to facilitate standardisation in the process of monitoring and evaluation; and welcome the opportunity to exchange client information, in an open and transparent environment. These findings are consistent with and complimentary to the TERU report.

The main objective of the Phase 2 Pilot of the 'Employment Pathway' system shall be to objectively demonstrate the potential of the system to improve the effectiveness of service delivery to clients and provider organisations, through improved information flows across the JUFJ's network. However more detailed information flows will require more awareness and care of the sensitivity of sharing client information, with other organisations. Consequently participating organisations should review their data protection procedures with due diligence.

Based on the outcome of our research we would advise that the following selection criteria be applied as an acid test to an organisations state of readiness:

- Acceptable standard of data protection practice
- Industry standard Hardware and software including internet connectivity
- Suitable programme(s) for participation i.e. consistent with the 'service delivery model' approach
- Staff time available for preparing and maintaining client records; and for taking part in evaluation etc.

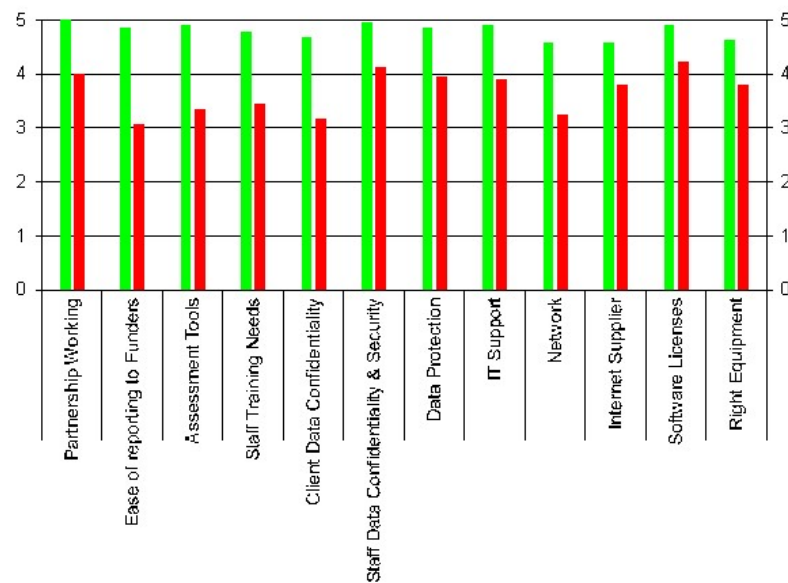
Finally, the provision, transferring and sharing of seamless information across the JUFJ's network is dependant upon all organisations being linked to a central standardised system. The 'Employment Pathway' system can be readily converted to a central system and connected with all organisations via the internet. The feasibility of a centralised system versus a standalone system is outside the scope of this report. However we think that there is a significant opportunity to carryout this feasibility study in parallel with the next stage rollout.

## Appendix 1 – Participating Organisations

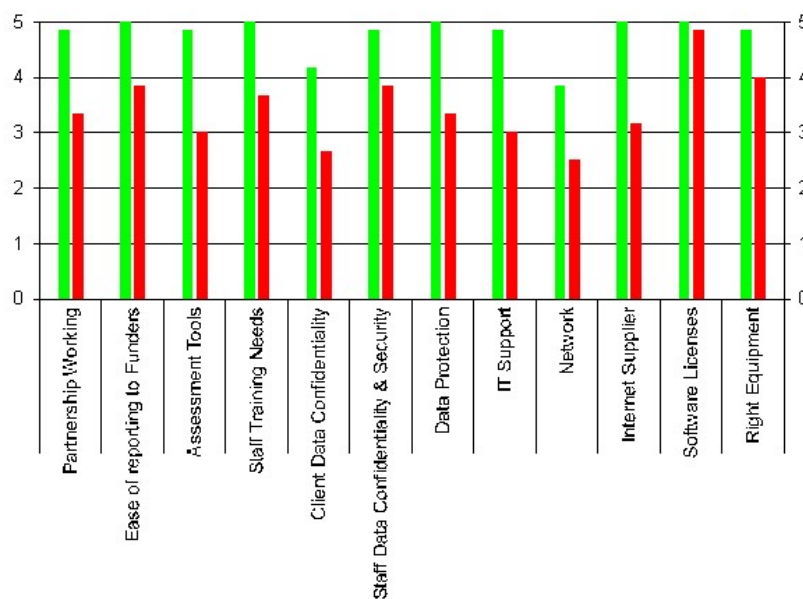
<b>Intermediaries</b>	<b>Academies</b>
1. 2 <sup>nd</sup> Chance to Learn	1. Cultivate
2. A4E	2. DMI Public Administration
3. Apex Scotland	3. Edinburgh Retail Academy
4. Bethany Christian Trust	4. Healthcare Academy
5. Capital Skills	5. Springboard
6. ECSH	6. The Pool
7. Enable Scotland	
8. Into Work	
9. Moving On Ltd	
10. NISUS Scotland	
11. Scottish Drugs Forum	
12. Sikh Sanjog	
13. Skillnet	
14. The Engine Shed	
15. Turning Point	
16. West Edinburgh Action	
17. Wise Move	
18. Worktrack	

## Appendix 2 – Main Research Questionnaire

### Intermediaries (18)



### Academies (6)



■ Desired  
■ Present

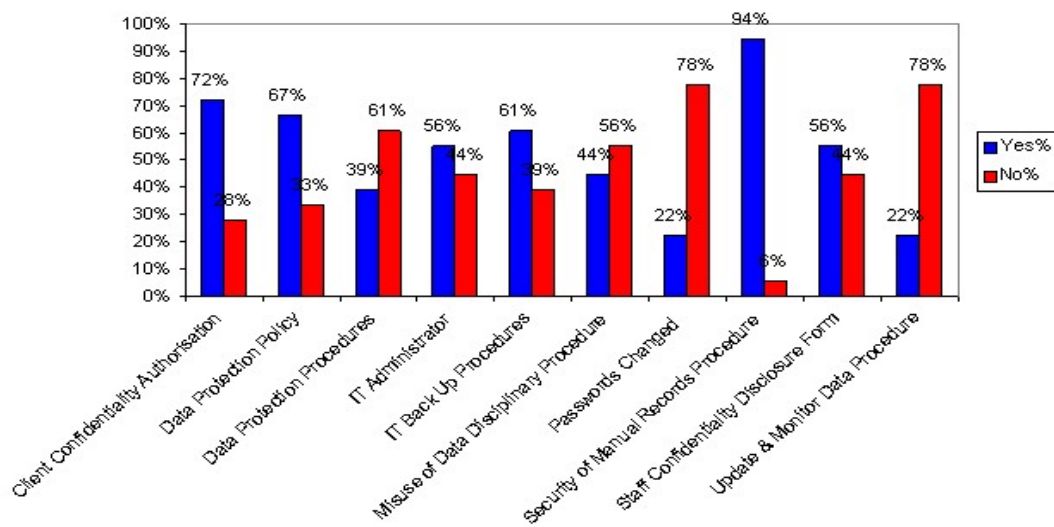
**Appendix 2** above depicts the average response, across all 24 organisations, to 12 detailed questions. Organisations were asked to score themselves between 1 and 5 in relation to where they perceive their organisation to be (present) and

where they would like their organisations to be (Desired). A score of 1 = Worst and 5 = Best.

## Appendix 3 – Policies & Procedures in Place

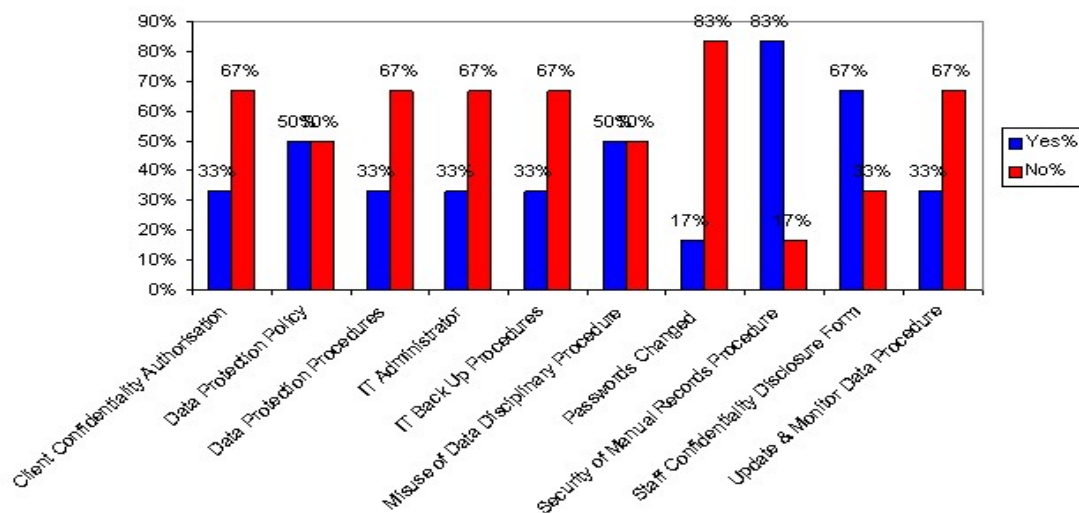
### Intermediaries (18)

#### Policies and Procedures



### Academies (6)

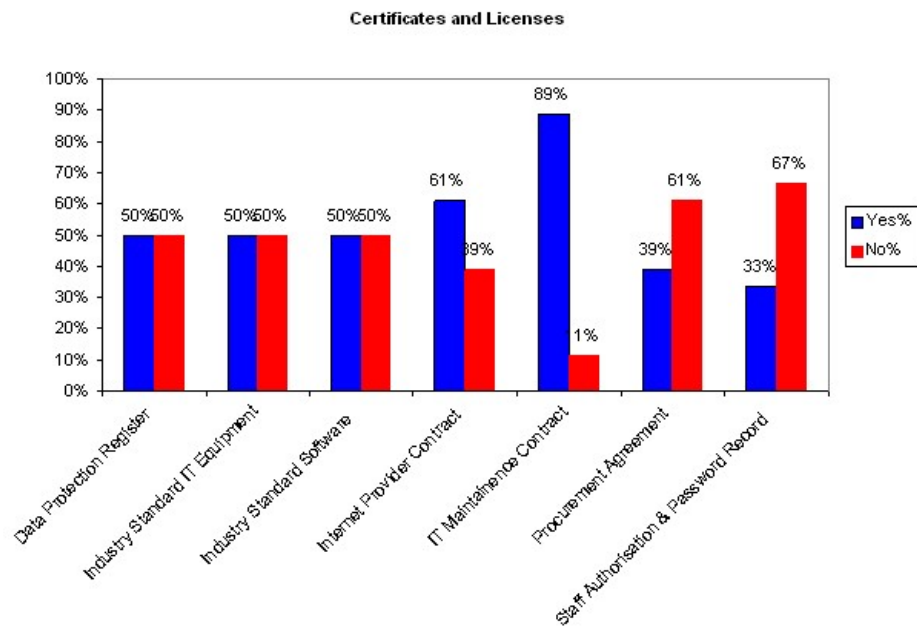
#### Policies and Procedures



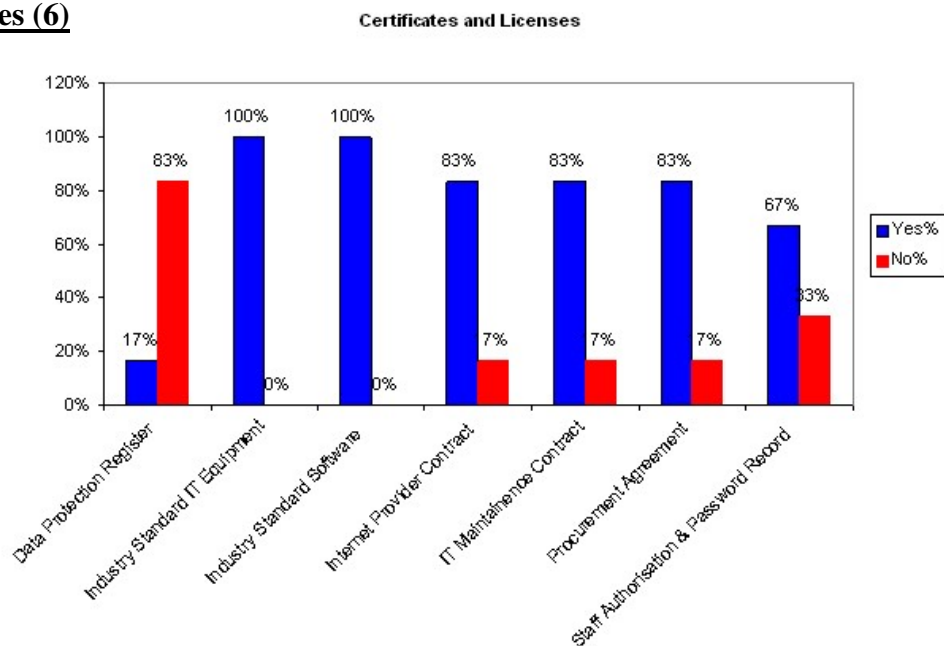
**Appendix 3** above depicts the % Yes / No responses, across all 24 organisations, when asked if they had specific Polices, Procedures and Agreements in place.

## Appendix 4 – Certificates & License Agreements in Place

### Intermediaries (18)



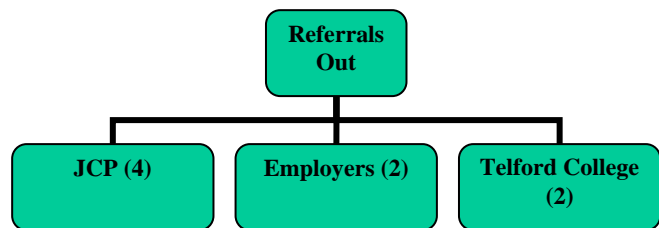
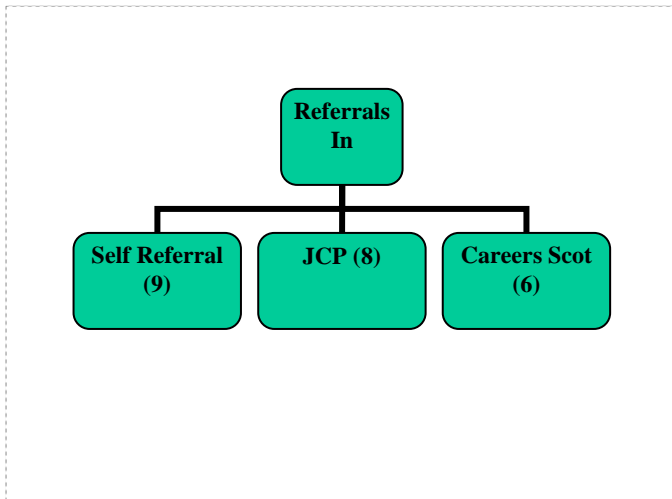
### Academies (6)



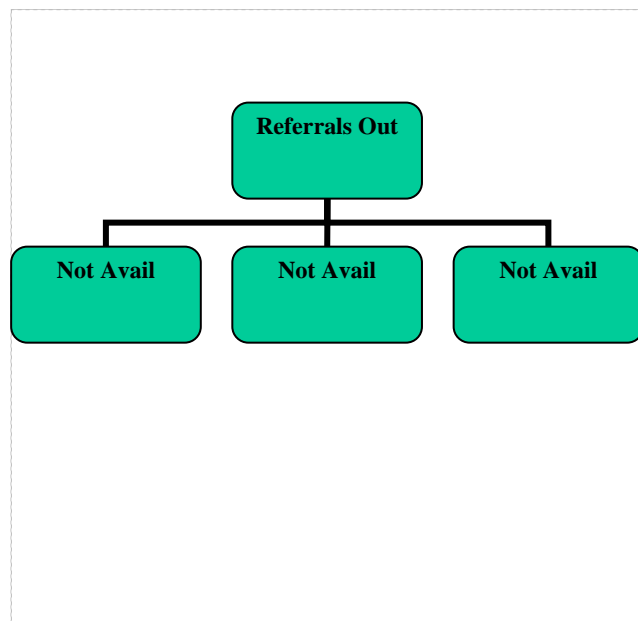
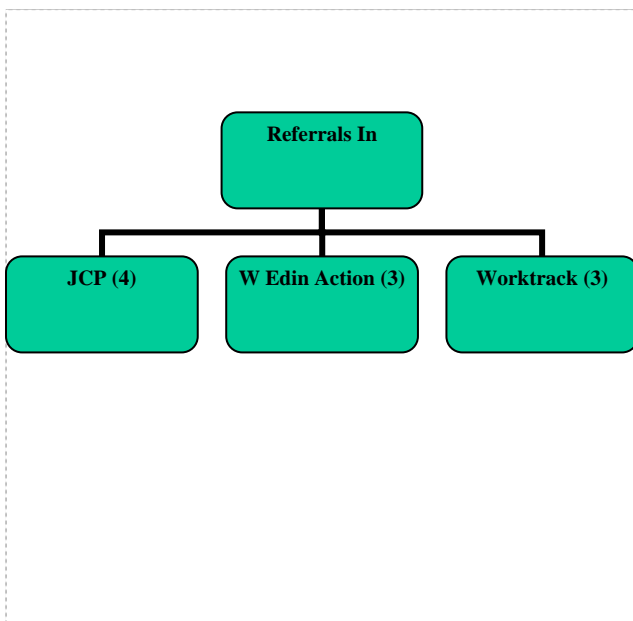
**Appendix 4** above depicts the % Yes / No responses, across all 24 organisations, when asked if they had specific Certificates, Licenses and Agreements in place.

## Appendix 5 – Referral Count Patterns

### Intermediaries (18)



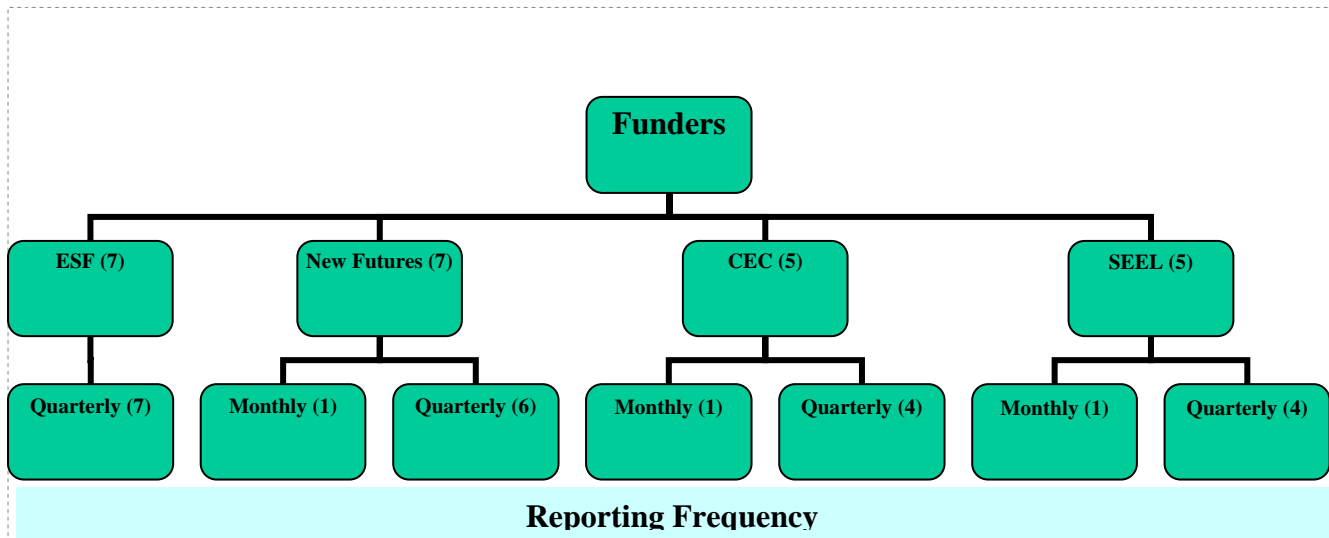
### Academies (6)



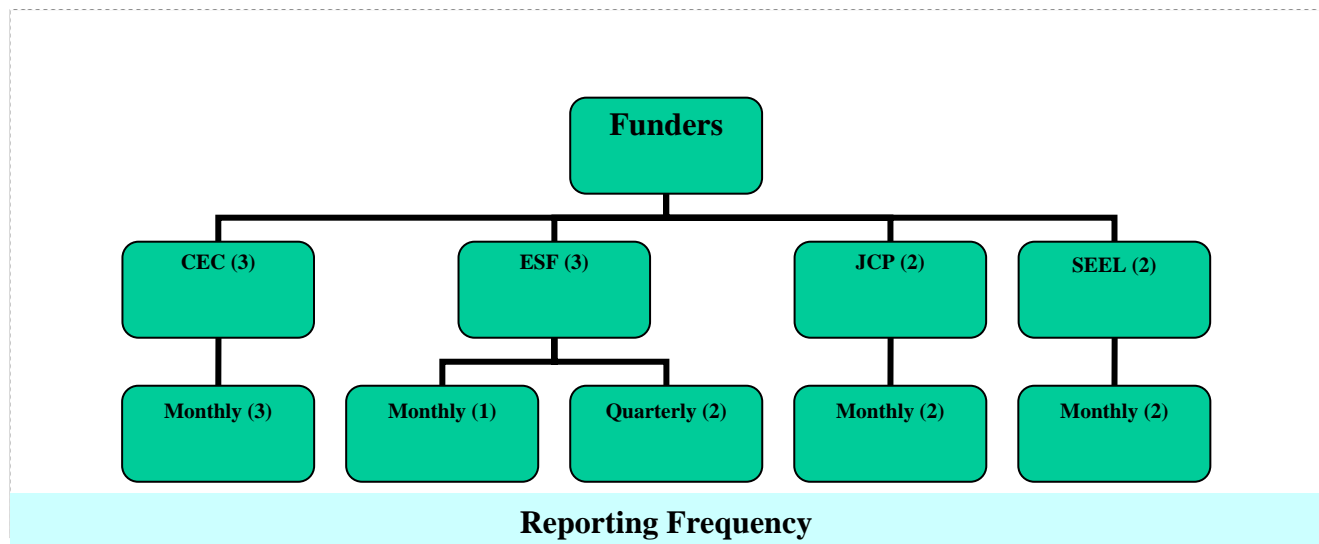
**Appendix 5** above: Organisations were asked to identify their top 3 Referral In and Referral out organisations; as actual client referral numbers were not available. Hence the diagrams above simply illustrate an overall organisational count of the top 3 referrals from and referrals to organisations.

## Appendix 6 – Funders and Reporting Frequency

### Intermediaries (18)



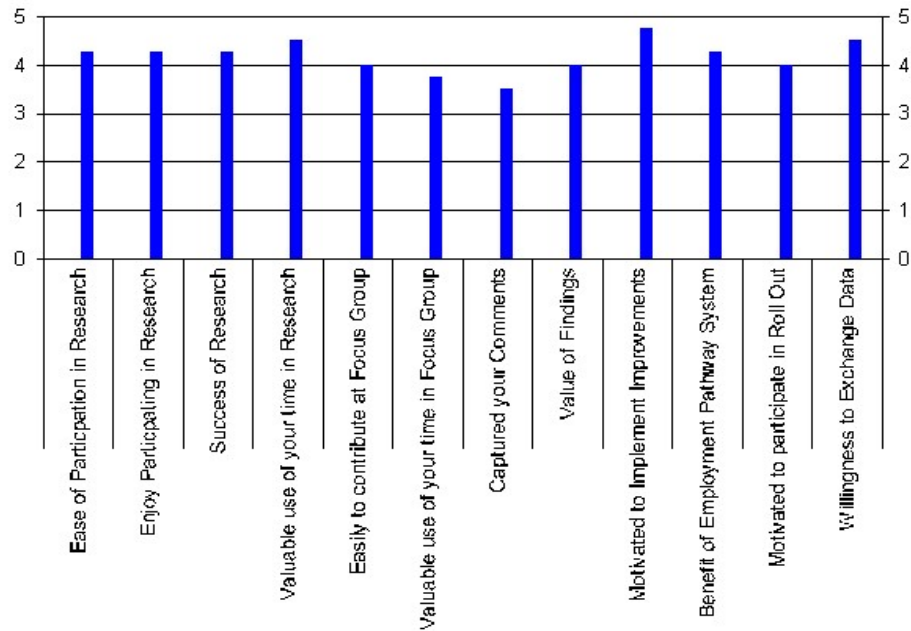
### Academies (6)



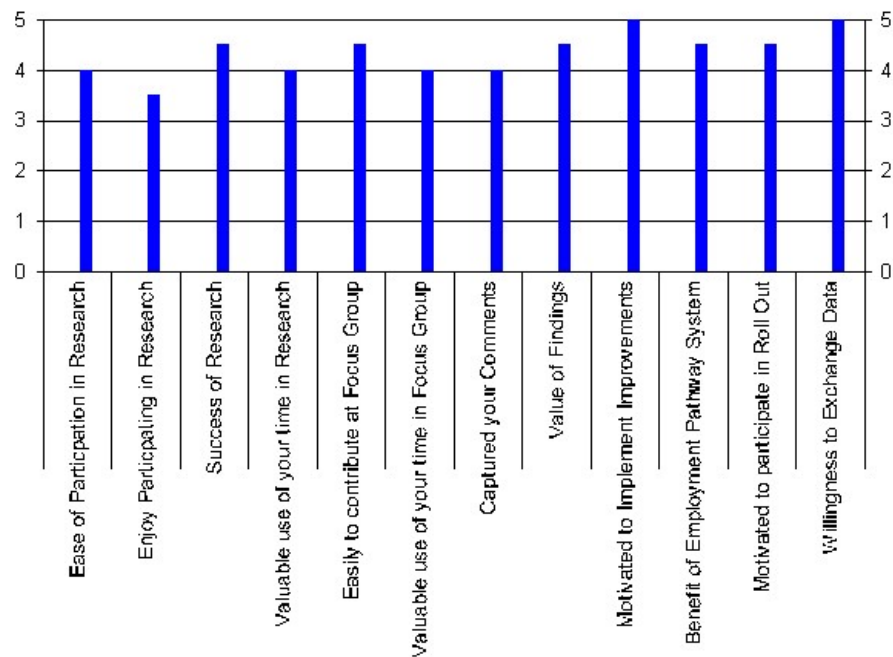
**Appendix 6** above: Organisations were asked to identify their top 3 Funders; as a detailed breakdown of funding amounts was too complex to provide. Organisations were also asked on average how often they were required to report to their funders. An interesting observation from above is that it would seem that Funders require intermediaries to report on a quarterly basis, whilst academies are required to report on a monthly basis.

## Appendix 7 – Focus Group Responses

### Intermediaries (4)



### Academies (2)



**Appendix 7** above depicts the average response, from the 10 organisations that participated in the focus group, to discuss the research findings. The participants were asked to complete a feedback to rate the quality of the research, value of

the findings and motivation to participate in the next stage of the roll out. A score of 1 = Very Poor and 5 = Excellent

## Appendix 8 – Industry Standard Hardware & Software

<b>System Requirements</b>	<b>Minimum</b>	<b>Desirable</b>
Microsoft Windows	1998 or above	2002 Windows XP Professional
Microsoft Office Professional	2000 or above	2002 Office XP Professional
RAM	128 MB	256 MB
Hard Disk Space	100 MB	100 MB
Processor	266 MHz – Pentium 3	400 MHz – Pentium 4
Internet Explorer	Version 5 or above	Version 6
Connection to Internet & E-mail	Modem dial-up	Broadband
Adapter and Monitor	Super VGA – 1024 x 768	Super VGA – 1024 x 768
Printer	Colour	Colour
CD Rom or DVD Drive	Required	Required

**Appendix 8** above details the specification of hardware and software required to comply with recognised industry standards.

## Appendix 9 – Organisations Response to ICT Questionnaire

**Average scoring on questionnaires sorted in descending order (highest / most desired priority)**

*Scoring scale: 1 = Negative Impact; 2 = Not Helpful; 3 = Helpful; 4 = More than Helpful; 5 = fantastically Helpful*

Order	Suggestion	No Of Organisation Returns	Weighted Average Score
8	Useful to have a common database software	14	4.5
10	A common system which creates, hold and reports on individual client progress -action plans, Rickter feedback, Employer Role Profiles, details from applications forms, client reviews, Personal Development	14	4.4
12	A system that helps to track on-going and after care progress of clients.	14	4.4
9	A common database system which creates reports for multiple funders in different formats	14	4.3
19	Electronic directory of JUFJ organisations, services offered and contact details; notification of forthcoming client and staff training courses, equipment for sale, details of funding criteria and deadlines,	14	4.3
11	A system which holds the feedback from common assessment tools (soft and hard outcomes) and measures distance travelled	14	4.3
13	Implement common assessment tools to record and measure distance travelled for individual clients and groups	14	4.2
22	Electronic library of Assessment Tool e.g. Action Plans, Review Templates, Training Plans, PDP etc	14	4.2
29	Enhance and develop knowledge of applying and completing different funder returns e.g. ESF, New Opportunities, etc	14	4.2
20	Electronic library of templates e.g. Applications Form, Referral Form, Client Authorisation Form etc	14	4.1
26	Create an organisational understanding of the Data Protection Act, creating appropriate in-house policies and procedures and a better knowledge of the eligibility criteria for the Data Protection Register	14	4
21	Electronic library of ICT policies and procedures e.g. Data Protection, Data Back Up, Staff Confidentiality Disclosure, Disciplinary for Misuse of Data, Use of E-Mail, Access to client records for Volunteers, Internet Security, Staff handbook etc	14	3.9
2	Coordinate the distribution of donated IT resources and software which meets Industry Standards	14	3.9
33	Produce a list of supplier organisations who are providing JUFJ discounts, free resources etc	14	3.8
35	Coordinate IT Development across JUFJ organisations	14	3.7
15	Creation of a JUFJ Website - Electronic storage for minutes from appropriate thematic forum meetings, academy forum, intermediary forum, strategy board minutes, infrastructure development fund, etc	14	3.6
14	Useful to have a variety of JUFJ Communication Channels; to share information, resources and expertise between JUFJ organisations	14	3.6
24	Negotiate ways to include staff training budgets in funding applications	14	3.6
28	Development skills in using MS Access to creating Management Reports (Stat, graphics and narratives)	14	3.6
4	Provide training support for Key Worker who take on extra responsibility to trouble shoot IT problems within their organisation	14	3.6

	(possibly consider accreditation)		
34	Useful to have IT Project Manager to	14	3.6
25	Identify ways to set up effective Formal and Informal Service Level Agreements with referral organisations	14	3.6
3	Provide a service which offers impartial advice on computer problems and IT purchases	14	3.5
1	Useful to have JUFJ Information Technology Support	14	3.5
18	JUFJ Annual Conference	14	3.5
36	Create an IT action plan for JUFJ organisations and monitor progress	14	3.5
27	Develop skills in using MS Access to navigate client records, input data, quick search, mail merge and create simple reports	14	3.5
30	Accredited Modules in Social Inclusion Project Management	14	3.5
23	Useful to conduct JUFJ Information-related Training:	14	3.4
7	Identify JUFJ hot desk facilities that could be made available free of charge/reduced price across the JUFJ organisations	14	3.4
6	Negotiate good value IT maintenance contracts/Internet Supplier/Telephone contracts	14	3.4
32	Negotiate joined up purchasing power especially for IT equipment, software stationary, office furniture, printing, insurance cover, training and catering	14	3.4
17	Identify a strong Chair-Person to help all organisations to contribute during the academy and intermediary forum meeting discussions	14	3.4
5	Provide an information sheet on good practice in IT maintenance with helpful tips and contacts	14	3.3
31	Useful to have JUFJ Procurement Agreement	14	3.3
16	Set up different JUFJ Thematic Forum Groups	14	3

The initial research invited organisations to express their views and recommendations in relation to desired improvements to the JUFJ's ITC network. All responses were compiled to form the ICT Questionnaire

**Appendix 9** above depicts the average response, from the 14 organisations that returned completed ICT Questionnaires. Organisations were asked to score and prioritise 36 ICT suggestions, between 1 and 5: A score of 1 = Negative Impact and 5 = Fantastically Helpful.

The most significant factor, in the scoring, was that on average the highest scores, all related to the suggested introduction of a common monitoring and evaluation system that could provide:

- standard assessment tools
- tracking of client records
- the sharing of client records electronically
- the functionality to easily create funder reports

## Appendix 10 – Software tool developed to carryout research

In order to conduct this research The Outcomes Partnership designed and developed a dedicated capacity management information system, which holds all the research conducted. It provides a dynamic array of statistical, graphical and narrative reports by organisation and across the network.

This system enables the user to implement and monitor the effectiveness of policies and procedures and identify gaps in service provision. It allows a benchmark to be established and encourages on-going reviews to monitor, evaluate and track progress post intervention. It provides a clear picture at an operational level (by organisation) and a strategic overview (grouped reports across the organisations).

We believe that this capacity management system would be a valuable information support tool in helping organisation to benchmark their internal processes and procedures and develop appropriate action plans; and to monitor and evaluate changes to their ICT capacity on an on-going basis. Indeed an adaptation of the system was successfully piloted by Wise Move to map employability and homelessness across 8 homelessness organisations in Edinburgh.