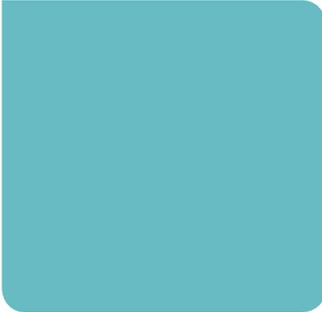
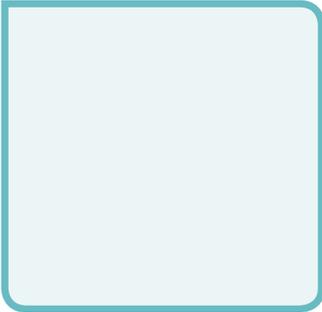
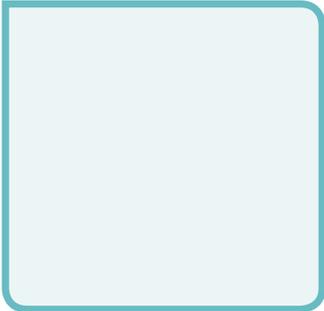
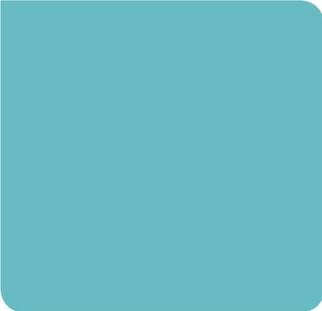
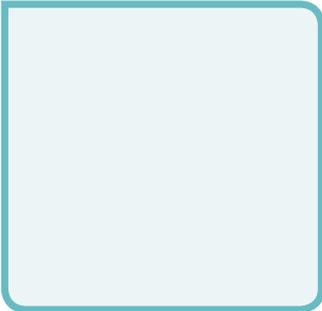


# Tackling worklessness

## Delivering Future Jobs

**Stop Press:**  
Government announcement in the Budget Statement that the Future Jobs Fund programme is extended until March 2012.



# What is the Future Jobs Fund?

## Background and purpose of the Future Jobs Fund

The Future Jobs Fund (FJF) was announced in the Budget 2009 as a two-year programme that will run until March 2011.

FJF provides for the creation of 170,000 jobs: 120,000 for young people and 50,000 for older adults in unemployment 'hot-spots'.

The Future Jobs Fund is an important part of the Young Person's Guarantee – the offer of a job, work experience or training for 18 to 24-year-olds who have been claiming jobseeker's allowance (JSA) for six months.

The aims of the FJF are to avoid the scarring effects of prolonged unemployment on young people and to make it easier for them to find a suitable job.

The programme also implements a recommendation of the Houghton 'Tackling Worklessness' Review for the creation of such a fund.

It has been developed by the Departments for Work and Pensions (DWP) and Communities and Local Government.

[Background to FJF](#) – on the DWP website

## Scale of the challenge

Young people have experienced the largest increase in unemployment and redundancy rates compared with other age groups. In the year to March 2009, unemployment rates for 18 to 24-year-olds increased by nearly four per cent to 16.1 per cent – nearly half a million people.

Data shows the persistence of the marked gap between the national average and neighbourhoods with low employment rates. By the end of June 2009, the proportion of adult residents in work in the most deprived wards had fallen below 60 per cent.

In keeping with the Houghton recommendation, a further feature of FJF has been to create jobs in such areas.

It is expected that local authorities and the third sector will rise to this challenge in bidding to run FJF. This will involve performing a role complementary to DWP welfare-to-work programmes.

These 'hot-spots' have been defined by FJF as areas where the rate is 1.5 percentage points or more above average on JSA.

## Core elements of the Future Jobs Fund

Organisations successful in bidding for FJF receive a maximum of £6,500 per six-month job.

They have some discretion over how to use these funds, provided that FJF workers are employed for at least 25 hours a week and paid at least the National Minimum Wage (NMW).

There is scope to pay apprentices recruited through FJF at £95 a week. It would then be in line with trainee wage rates already in place through the National Apprenticeships programme (NAP).

Future Jobs Fund provision must ensure that:

- opportunities provided are additional (no pre-existing jobs) and constitute 'real jobs',
- FJF participants should be treated as employees, on the same terms and conditions as other employees;
- there is in-work support to help FJF employees progress beyond the six months – ideally in the employing organisation, or at least gaining assistance and training to find an alternative job;
- FJF jobs provide community benefit over and above the benefit to the individual.

Other key features of the FJF include:

- aspirations for creating at least 10,000 'green jobs' and significant numbers in social enterprises,
- ensuring fast turnaround in handling vacancies: four weeks from referral to job start
- a central role for Jobcentre Plus in handling all FJF vacancies
- 'fast track' provision for groups of more disadvantaged people, such as ex-offenders, homeless people and those with mental health conditions.

'Green jobs' are regarded as any that provide a product or service which allows users to consume less and or reduce waste and pollution. This is either because of lower prices or greater efficiency – preserving or restoring environmental quality; or to produce more of a product or service which overall reduces total energy use and environmental impact.

The full list of 'fast track' groups are:

- mild and moderate mental health conditions
- language, literacy and numeracy
- people who have completed a custodial sentence
- ex-forces personnel
- partners of current forces personnel
- refugees and others granted leave to stay in the country
- homeless people
- drug and alcohol misusers
- residential care leavers
- young people reaching 18 and out of work for the previous 26 weeks

- lone parents
- people with disabilities
- carers.

FJF jobs in hot-spots are open to people who have been on other out-of-work benefits such as income support (IS), incapacity benefit (IB) and employment and support allowance (ESA) for more than a year.

## Competing for Future Jobs Fund funding

The Future Jobs Fund is a 'challenge fund', where organisations compete for a 'slice' of the £1 billion budget.

Those who are successful contract to deliver specified numbers of jobs for young people and/or for adults in hotspots – agreed in the grant letter to successful bidders.

DWP seek innovative proposals, and evidence of good quality jobs which increase employability and employment prospects.

There is a rolling programme assessing bids, and organisations may resubmit their applications if they have been turned down.

Partnership bids are very much encouraged, especially those which involve social enterprises and the third sector. The majority of bids is expected to be led by local authorities, sub-regional or local partnerships, or by national or local public sector and third-sector bodies.

The involvement of the private sector is welcome provided that their participation does not lead directly to business profit.

Bidders intending to create less than 30 jobs are unlikely to be successful and are encouraged to develop larger bids with partners.

The programme is innovative for DWP in having local authorities as key delivery partners.

FJF is an opportunity for the sector to show what it can deliver, in keeping with a policy principle of 'something for something'. This is important in the context of DWP Localisation Policy.

FJF sets out a path for local authorities and local strategic partnerships (LSPs) to have a growing role in planning and commissioning employment programmes.

## 'Be Birmingham' FJF Partnership

The 'Be Birmingham' FJF Partnership aims to create 2,000 high-quality employment opportunities by March 2010. Be Birmingham is the LSP for the city.

The programme is part of one led by the City Region Partnership which offers 5,800 jobs linked to the multi-area agreement (MAA). This was the largest bid in the first round of bidding.

In line with the national objectives of the FJF, 'Be Birmingham' stressed the need to ensure that jobs provide community benefit and they are 'additional'.

The programme consists of 26 weeks' quality work experience and 30 hours a week paid at NMW. Five hours of which are set aside for training and job search.

Each employee will gain a reference and record of achievement.

'Be Birmingham' set out expectations of employers in relation to their FJF employees who must:

- have the same terms and conditions as any other employees
- be provided with effective induction and training
- be offered access to employment opportunities within the organisation as they become available
- be given assistance in searching for another job if one is not available after 26 weeks.

From the outset 'Be Birmingham' has sought to engage the private and third sector as well as public agencies.

Their model draws directly on experience of running national employment programmes set up in response to previous recessions.

It involves brokering vacancies in individual employing organisations. They have agreed responsibilities and expectations regarding the development of the FJF employee.

## Early response

The Future Jobs Fund has been remarkable for the speed of its introduction: just 105 days from launch to the posting of the first vacancies.

By the end of Round 6 (January 2010), 255 bids had been accepted, offering the potential of up to 104,000 jobs.

DWP had issued or were agreeing grant funding for 30,000 jobs to be created by the end of March 2010, with more than 100 grants 'live'.

There are also variations in the organising models adopted, such as in who acts as the 'employer'. In some cases, it is the lead organisation while in others the lead organisation manages the processes of generating and feeding vacancies to Jobcentre Plus but does not employ the FJF employees themselves.

## Brighton and Hove FJF programme

The Brighton and Hove programme, led by Brighton and Hove City Council, revolves around:

- public sector jobs – 100 jobs primarily in the city council, schools and colleges, the two universities and primary care trust (PCT)
- commercial, third-sector and social enterprise jobs – 150 jobs created through large companies, small and micro businesses and third-sector organisations.
- recycling and green jobs – 100 jobs offering young people opportunities across all elements of a new social enterprise recycling furniture and white goods.

Tasks including transporting and collecting the stock, warehousing, portable appliance testing and reconditioning, and selling the goods in charity shops. This is being developed by Hove YMCA, who recently rented a 3,000 sq ft warehouse and 2,000 sq ft training centre. Wider community benefit comes through reduced needs for landfill.

It is expected that between 40 and 50 per cent of the jobs created will last at least one year.

Young people will be expected to gain nationally recognised qualifications while in employment. These qualifications are supported by Train to Gain funding from the Learning and Skills Council (LSC), with training delivered by local providers including City College Brighton and Hove and Brighton and Hove Training Association (BHTA).

The programme sits within the city-wide Apprenticeship strategy, part of the City Employment and Skills plan.

Brighton and Hove have produced an attractive prospectus to interest potential employers. Among other things, this sets out funding arrangements:

- where employers can match fund and are prepared to offer a year long opportunity, they will receive the total amount of funding available (£6,500 per person), equally spread over the year for each month completed.
- where employers are not able to match fund and are offering the six months only, Brighton and Hove will only pay the core salary cost, currently NMW at 25 hours a week with agreed on-costs and expenses. This is paid in full at the end of each month that the young person completes.

As an extra incentive for employers with multiple FJF jobs, the programme provides 20 per cent of the funding up front, with 80 per cent being paid at the end of each month.

Young people are expected to participate in volunteering and other opportunities that enable them to give something back to the community. Participation in the Duke of Edinburgh's Award scheme and volunteering via Brighton and Hove Volunteers are promoted alongside a new role of Employment Ambassadors who go into schools to talk to students about the world of work.

## Brighton and Hove Future Jobs Fund

### What makes a good bid – and what makes a good programme

DWP welcome more bids and have also invited existing lead organisations to extend their programmes, subject to satisfactory performance and evidence of need.

Organisations wishing to submit a bid should familiarise themselves with the

#### [DWP guidance on Future Jobs Fund bids](#)

They should consider whether or not it might be worth teaming up with an existing FJF partnership, or with other organisations.

Feedback from earlier rounds suggests that it is essential to:

- appreciate the aims and criteria of the Future Jobs Fund – for example, jobs should offer community benefit, be high-quality and must be 'additional'.
- understand labour market demands, such as the expected numbers of young people becoming eligible, month-by-month; skills shortages and analyse worklessness in unemployment hot-spots
- tune proposals to the needs of client groups by drawing on knowledge from communities, bodies such as Connexions, Jobcentre Plus, colleges, employers, third-sector organisations (TSOs) – and jobseekers themselves
- recognise that time without work is likely to have affected confidence, motivation and work habits – some with multiple barriers
- ensure jobs on offer are attractive to the client group(s)
- support employees when in post by encouraging work habits, with mentoring support and by developing their skills, ideally through accredited training
- support them into sustained employment, in your organisation or elsewhere.

## 'What works' in progression to sustained employment – advice from DWP

- Build support around the individual and tailor to individual needs
- Provide help in looking for work – such as job search methods, CV and interview preparation, and so on
- Maximise the benefits of the programme by providing good induction.
- Be clear about job responsibilities and expectations
- Organise training and build in coaching where there is a realistic prospect of a longer term job and progression within the workforce
- Link the programme to the demand side of the labour market: engage employers and business bodies such as chambers of commerce
- Regular and frequent development activities with FJF employees – not 'ad hoc'
- Ensure that there is follow through support if there is no job offer at the end of the individual's time on the programme.

Source: DWP briefings at Future Jobs Fund events, drawing on OECD research and evaluations of the Community Programme

## Community benefit

Make clear the benefits to the community, be they environmental, social or cultural in nature, or contributing more widely to local regeneration and community cohesion.

Bids from local authorities have generally understood this criterion, while it has been problematic for many other bidders.

Bids should provide evidence that the 'community' has been engaged in the process of preparing the bid.

## Examples of community benefit

In practice, in the early rounds of FJF bidding, 'community benefit' has tended to involve:

- a focus on augmenting existing public or third-sector services
- promoting 'quality of life' projects: such as health and fitness, outreach, leisure
- environmental improvement and maintenance.

DWP guidance points to examples of projects providing different types of community benefit:

- social benefits
- engaging and supporting vulnerable groups
- preventing crime and or reducing anti-social behaviour
- improving access to public services for vulnerable groups.

### Environmental benefits

- regenerating public areas, buildings, houses and amenities
- supporting recycling, energy efficiency and conservation
- promoting nature conservation
- raising awareness and respect for the natural environment.

### Cultural benefits

- improving access to cultural, sporting, or educational opportunities for target groups
- promoting understanding among communities and or generations.

There were also a few examples where projects set out to offer a substantial legacy such as digitisation or physical renovation.

DWP encourage applicants to design their programmes in the context of local Sustainable Community strategies. There is potential for neighbourhood management initiatives to put forward and develop opportunities linked to community-based renewal and service improvement. The 'Be Birmingham' FJF programme proposed 81 neighbourhood workers.

See DWP guidance for further examples: National Sports Academy, Places for People (housing) and the Furniture Resource Centre on Merseyside.

Future Jobs Fund guidance notes:

<http://research.dwp.gov.uk/campaigns/futurejobsfund/pdf/fjf-bid-guide-notes.pdf>

## Demonstrate the strength and quality of your bid.

Assessors are looking for credible proposals which show:

- experience in working with target client groups
- a strong track record of delivery in the lead organisation and or partnership
- partnership working across sectors
- other funding sources aligned or contributing
- robust arrangements for financial control, performance management and engaging stakeholders

Organisations new to FJF should find out what other provision is being made locally/ nationally. It may make more sense to join an existing FJF partnership.

Follow up with named contacts in Government Offices for the Regions

[Future Jobs Fund: useful links and contacts](#)

### Aligning Future Jobs Fund with other programmes

Southampton has framed its FJF programme within the context of the Southampton Skills Development Zone (SSDZ). It was formed by the main public sector players – Southampton City Council, primary care trust (PCT), University Hospital Trust, and Southampton Solent University.

Their aims are to address local skill needs, provide enhanced routes into work for workless and newly unemployed people and retain graduates.

Elements include:

- local employment partnership (LEP) agreements with Jobcentre Plus – readying jobseekers for specific vacancies through Jobcentre Plus
- Apprenticeships programme
- graduate placements and internships.

This partnership brings together mainstream recruitment and staff development budgets with employment and training funds. It provided the basis for the local response to Future Jobs Fund, now fully part of the zone. Its development has been supported through the PUSH (Partnership for Urban South Hampshire) MAA.

Other examples where funding streams are combined to provide longer term job opportunities and better prospects for FJF employees include:

- Leicestershire are using Working Neighbourhoods Fund (WNF) and emda resources are being used to create 12 month jobs.
- Bolsover and Chesterfield are also supplementing FJF with WNF to offer 12 month apprenticeships.

- Herefordshire have allocated additional funding from Area-based Grant to strengthen the FJF offer.

Other areas are exploring use of European Social Fund – for example, to channel support for additional training for FJF employees through the LSCs Train to Gain programme. For some occupations, such as, environmental work, there has been a need to search for additional funding to ensure that FJF employees are properly equipped for their work.

The assessment criteria come with different weights (relative scores)

For example, 'support to get into sustained employment' and 'credibility and or quality of the bid' score three times that for 'understanding labour market demand'.

Looking ahead:

- allow three months from submitting your bid to offering the first job starts.
- make time to build the partnership around the bid if it's a new partnership.

### Working with partners and stakeholders

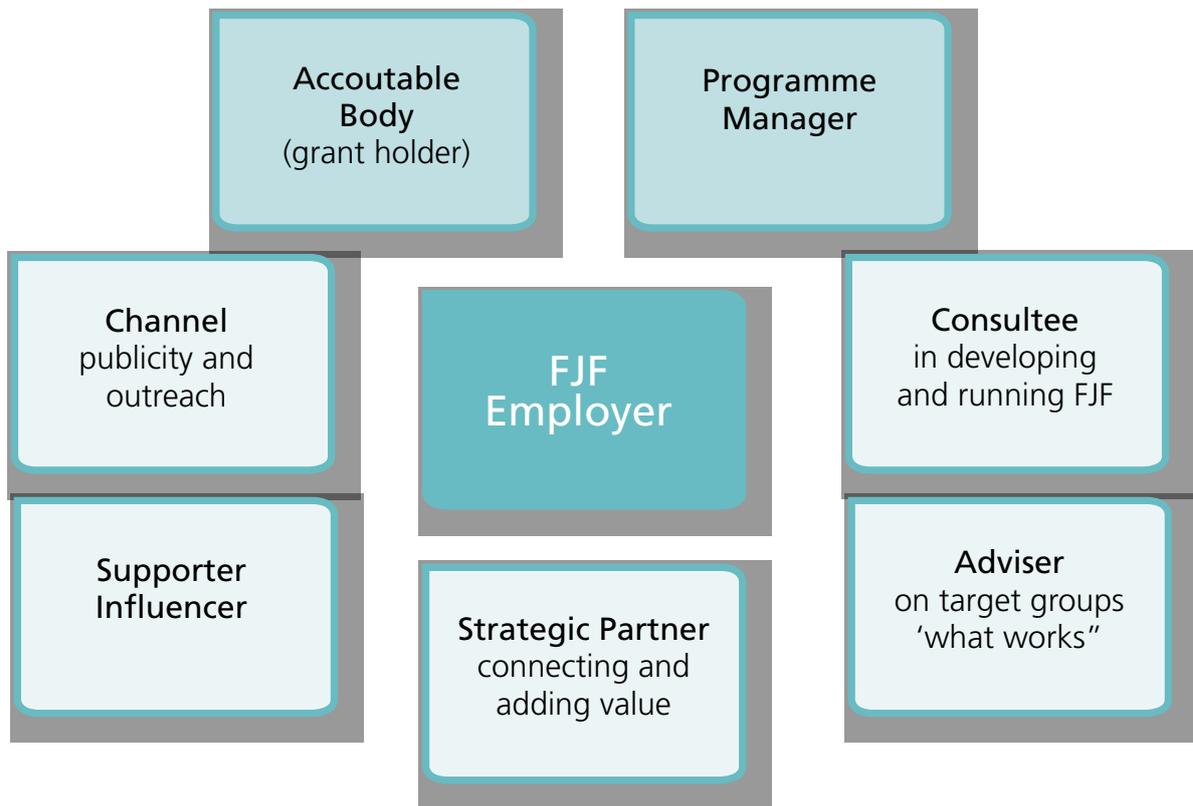
#### Support from Government Offices

- Sound out Government Offices (GOs) early in bid preparation. They have lead members of staff who are expected to:
- Act as a broker, in helping prospective FJF employers find local partnerships or other organisations with whom to bid
- Advise and inform bidders on the FJF process and assessment criteria and on local and sub-regional strategies
- Connect successful bidders, linking national bids with those emanating from their region
- GOs may also be able to bring in support from specialist local improvement advisers (LIAs).

#### Partnership in bid development

- It is essential to demonstrate the foundations for subsequent successful collaborative delivery.
- Think about the different contributions that partners may make, and when they need to be brought on board.
- Partners involved in key roles in managing the programme must be involved from the outset. Be clear about the roles and the benefits each partner will gain from committing themselves to the venture.
- In some cases, successful bidders have chosen to contract out programme delivery, thus splitting strategic and operational management.

Figure 1: Partner roles in delivering the Future Jobs Fund



Look in particular to involve Jobcentre Plus, who can:

- advise and inform on the local labour market and on claimant numbers and their characteristics
- explain how Future Jobs Fund works from their perspective – given their crucial role in feeding eligible candidates through to FJF vacancies
- provide a ‘reality check’ on proposals, based on their knowledge of clients numbers approaching the point when they become eligible for FJF.

The Learning and Skills Council (LSC) can explain how FJF might be combined with local skills and training offers. For example, Train to Gain for support for qualifications in employment.

The National Apprenticeships Service (NAS) can advise on linking FJF and apprenticeships. Areas such as Pennine Lancashire have sought to involve them early in programme development in order to maximise the likelihood of employers offering FJF combined with Apprenticeships.

Think about who else needs to be involved (at the bid stage and beyond) including:

- employers you are looking to provide FJF jobs – HR managers and line managers
- organisations that can help publicise the programme and reach out to target communities
- potential FJF employees, to raise interest and awareness, and help spread the word about what is on offer

– Brighton and Hove, for instance, have a rolling programme of events aimed at eligible young people

- trade unions.

Trade unions may be particularly concerned about the quality of jobs being provided and possible effects and or implications of FJF recruitment for other staff.

There are fears that mistakes of comparable programmes in the 1980s could be made again, especially in providing ‘make work’ employment.

The TUC nationally is strongly supportive, seeing FJF as “the most progressive jobs programme for more than a quarter of a century”. They exhort union activists to treat FJF as a workplace priority and be vigilant in seeking to avoid risks that FJF could lead to job displacement or recruits being exploited.

## Involving the private sector

The constraint on profit-making through FJF limits the scope for jobs provided directly by the private sector. There are, however, possibilities where jobs can be created through the private sector which meet the 'community benefit' criterion.

This may be particularly relevant where the companies concerned are partners or contractors in the delivery of public services, or as developers or contractors in physical regeneration projects.

The DWP guidance advises the use of legal vehicles such as Community Interest Companies to ensure that any 'profit' FJF-supported activities must be available only for reinvestment for community benefit.

One interesting model is that of the Enterprise Foundation, linked to Enterprise plc and managed by EDS, a social enterprise.

The aim of the Foundation is to maximise the value and social and economic impacts of contracts won by Enterprise plc in the communities it serves.

Its FJF programme concentrates on street cleaning, waste and ground maintenance contracts with 10 local authorities. FJF employees carry out activities outside the contract and are valued by local people.

They perform activities such as:

- cleaning up 'grot spots'
- removing graffiti fly posters
- cleaning and washing of street furniture
- small scale environmental enhancements on social housing estates.

Employees work in small teams or two or three and are supervised alongside mainstream service teams.

They also receive training to NVQ Level 1 or 2 in Waste Management and or Grounds Maintenance.

Some local programmes are intending to place FJF employees in companies to work on activities which bring wider community benefit – and provide, in effect, an extended work trial with the company.

As this constitutes one form of state aid, care must be taken to ensure that this conforms to EU rules. Where numbers are small in any company, there is not likely to be an issue<sup>1</sup>.

## Involving the third sector

Third-sector involvement in Future Jobs Fund are taking several forms, such as:

- acting as employers in offering jobs through partnership bids led by local authorities or national organisations
- offering placements for FJF workers who are employed by a separate lead organisation
- part of neighbourhood partnerships to bring about environmental or other quality of life improvements

There are also cases where the third sector organisation employs those on FJF and offers placements within local authorities. This has happened in Southampton through the Wheatsheaf Trust as part of the city-wide FJF programme.

The Groundwork national programme, developed in conjunction with the National Housing Federation, aims to create 6,000 opportunities under FJF.

They set out to offer new opportunities for people to develop careers in:

- housing management and administration
- community development
- social enterprises
- construction
- emerging sectors such as energy efficiency
- environmental conservation.

Similarly in the West Midlands, Groundwork is collaborating with Regional Action West Midlands – the regional voluntary sector network – to offer career development opportunities in the sector. This is a strategic initiative and counters concerns that many third-sector organisations (TSOs) may look to FJF as a job subsidy to take on temporary capacity.

Amicus Horizon provides an example of a housing association which has developed its own programme, offering 32 vacancies – operatives, youth workers, administrators, project assistants. They are aiming for sustained employment within their own organisation and their network of suppliers and contractors.

Some TSOs are exploring how FJF can be used as a route to social enterprise development. For instance, St Paul's Development Trust in Birmingham is looking to develop trading opportunities for ICT technician services.

1 There is a so-called 'de minimis' level of support (€200,000) that can be provided to any one commercial undertaking over any three year period

## Success factors for delivery

### Engagement and publicity

- Engage with those who have critical roles to play in the success of programme development and delivery – prospective FJF employees and employers.
- Secure senior level buy-in.
- Build momentum behind the programme, celebrate success and make sure that positive impressions are spread.
- Promotional work may need to influence perceptions and expectations amongst employers and jobseekers – some young candidates may lack the skills and qualifications required.

### Understanding the processes behind FJF

- Appreciate how Jobcentre Plus personal advisers work with their customers
- Realise the support that job candidates are likely to have had already from JCP
- Understand how related programmes work, include the other elements of the Young Person's Guarantee – for example, through Routes into Work which offers jobs with training in key employment sectors such as hospitality and care
- Recognise the distinctions between support available to, and likely experiences of, different target groups.

### Designing the programme

- Maximise benefits for individuals and minimise the risks of 'cherry-picking' – for instance, in achieving targets by helping only the easiest to help
- Ensuring adequate provision of in-work support to maximise future job prospects
- Minimise the risk that FJF jobs will displace others, encourage short-term jobs in occupations which offer poor future prospects
- When the employment period comes ends without the offer of a permanent job, ensure further support is available for job search and for training.

### Good programme management practice

- Plan the programme properly including looking at the flow of claimants reaching trigger points when they become eligible for FJF. Try to time the profile of vacancies to correspond with projected numbers – Jobcentre Plus can supply this information.
- Put in place methods and practices for managing the programme, especially important where the co-ordination task may be complex across a range of organisations offering FJF jobs or work placements.
- Develop and adopt programme-wide standards, for example, for in-work support of FJF employees.

### Effective risk management

- Understanding the payment model and keeping tight control over programme finances.
- Look closely at FJF processes to avoid bottlenecks which limit the flow of people into jobs.
- Identify where DWP may claw back funds – for instance, where FJF employees drop out before completing their six months – minimise the likelihood of this happening.
- Making provision to assess the financial viability and track record of partner organisations in more complex partnerships.
- Monitoring referrals, jobs and in-work support – and acting on issues arising
- Identify gaps in FJF provision which offer the best opportunities for increasing employment prospects – for example, on the back of 2012 Olympic developments; or the 'green' economy
- Find better ways of maximising 'visible and lasting benefits' to the community from FJF jobs.

## Greater Manchester: ethos and standards

The Greater Manchester FJF programme will offer up to 8,000 jobs and has been developed by the 10 local authorities and partners in the sub-region.

They are emphasising the ethos of their approach, the language they use, and minimum standards that need to be set to maximise the prospects for FJF employees.

- Ethos and language: promoting 'real work not make work' and 'choice not compulsion'; talking of 'employees' not 'clients', 'jobs' not 'provision', 'applications' not 'referral forms'
- Minimum standards: induction for recruits; employability and vocational training for a day a week; personal development for half-a-day a week, including one-to-one support and assistance with job searching.

Principles behind the programme also include fair payment to FJF employees, with wage payments front-loaded to help organisational cash flow.

## Practical things to watch out for

The initial months delivering Future Jobs Fund have highlighted a number of issues. These include the need to adhere to the contract between DWP and the lead organisation – the ‘Lead Accountable Body’ – for example, on requirements that:

- all candidates to be assessed for eligibility, be matched with vacancies and be referred to the employer for selection and or interview by Jobcentre Plus
- job vacancies are specified as either for a young person or an adult from a hotspot – and the numbers of jobs to be provided for each of these two categories of jobseeker
- candidates can only be limited by geography if the job is specifically targeted at hot-spots.
- the risks to programme budgets of FJF employees leaving the programme early – though there is scope to combine unused months to create enough funding for a new job.

Concerns about the referral process and the numbers being put forward to employers. While this has diminished as an issue, there are lessons:

- the importance of keeping in close touch with local Jobcentre Plus offices, and reviewing with the relevant advisers how referrals and take-up are going, whether any vacancies are proving unattractive and why, and so on
- ensure that the language used in job descriptions is as meaningful as possible for candidates and advisers. Relatively few people, for example, may understand what a ‘community engagement worker’ does
- that requirements are not over-specified – for example, requiring experience where this excludes young people; or ‘Five GCSEs’ where the need, say, is for adaptable staff who can learn on the job, rather than having academic qualifications.

A significant number of FJF jobs (those involving work with young people and vulnerable adults) require Criminal Records Bureau (CRB) checks. These can take from two or three weeks to several months – the latter possible where the wrong or insufficient information is provided at the outset. Also check liabilities for paying VAT. This will vary according to the delivery model adopted.

## Linking FJF and apprenticeships

Linking FJF and funding for apprenticeships offers a potentially strong route to sustainable employment, with FJF as the ‘front end’ of the Apprenticeship.

A few areas have found it difficult to implement because of a mismatch between the NMW requirement of FJF and lower wages paid under the apprenticeships programme – recruits are ‘trainees’ rather than ‘employees’.

DWP has indicated in 2010 that a case can be made to pay FJF employees below the NMW where it is a compelling argument.

Bidders must offer some additional assurances regarding the jobs and the benefits for individuals as well as demonstrating that they have sufficient funds to pay for the duration of the apprenticeships.

Barnsley, Bolsover and Chesterfield, and Nottingham are examples where the Working Neighbourhoods Fund is being used to top up budgets such that the same wage rates apply to both FJF employees and apprentices.

## Top Tips for organisations leading on FJF

- Promote the ethos of meaningful jobs, not just any job
- Ensure that what is on offer strongly appeals to target groups: personal motivation to take advantage of FJF is crucial
- Ensure sufficient project / programmer management capacity
- Maximise the prospects that FJF jobs will lead to permanent employment
- Link FJF jobs and apprenticeships where possible
- Ensure good quality induction and in-work support and assist with job search activity: some employees might need more support than others.
- Integrate FJF wherever possible with related funding programmes
- Work with Jobcentre Plus
- Ensure top level buy-in
- Manage risk
- Understand how the FJF finances
- Create the means to coordinate local and national bids within the locality.

## Useful contacts and further sources of information and support

### Regional Future Jobs Fund networks and Government Offices

Future Jobs Fund Networks have been set up in some regions – South East; West Midlands; Yorkshire and Humber. These bring together successful bidders to share experience and help each other find solutions to common challenges.

Future Jobs Fund: useful links and contacts

<http://campaigns.dwp.gov.uk/campaigns/futurejobsfund/links-contacts.asp>

### Third-sector support

Futurebuilders is the largest social investor in the UK.

It offers to help TSOs find like-minded partners, provide investment (mainly loans with interest-free periods) to help with costs associated with merging, collaborating or establishing consortia; and funding to support bid preparation.

Futurebuilders:

<http://research.dwp.gov.uk/campaigns/futurejobsfund/fjf-futurebuilders.pdf>

Data sources relevant to FJF planning

NOMIS (national on-line labour market information service)

<https://www.nomisweb.co.uk/Default.asp>

Further information

Future Jobs Fund

<http://campaigns.dwp.gov.uk/campaigns/futurejobsfund/>

Future Jobs Fund Bid: Guidance notes

<http://campaigns.dwp.gov.uk/campaigns/futurejobsfund/pdf/fjf-guidance-notes.pdf>

IDeA advice to Future Job bidders

<http://www.idea.gov.uk/idk/core/page.do?pageId=10931950>

Backing Young Britain:

<http://digital.bis.gov.uk/backingyoungbritain/>

This is a campaign to bring businesses, the public and voluntary sectors together to ensure that the valuable skills and experience of our young people aren't being wasted.

The government is asking organisations to make a commitment to one or more of the following:

1. Offer volunteer places or become a volunteer mentor for school or university leavers
2. Provide work experience opportunities
3. Offer internships to graduates, 18-year-olds and non-graduates
4. Consider a young person for a job through a work trial
5. Supply apprenticeship opportunities for 16 to 24-year-olds
6. Bid for one of the 100,000 jobs for young people from the Future Jobs Fund
7. Engage in a local employment partnership (LEP).

TUC briefing for union activists on Future Jobs Fund:

<http://www.tuc.org.uk/welfare/tuc-17271-f0.cfm>

Young Person's Guarantee

<http://campaigns.dwp.gov.uk/campaigns/futurejobsfund/youngpersons.asp>

This guarantees all 18 to 24-year-olds who are coming towards the 12-month stage of their claim to jobseeker's allowance (JSA):

- an offer of a job
- work-focused training
- a place on a Community Task Force.

In return, the government requires all eligible young people to accept a job, training or work experience.

A New Deal of the Mind Report for Arts Council England

[http://www.artscouncil.org.uk/publication\\_archive/new-deal-of-the-mind](http://www.artscouncil.org.uk/publication_archive/new-deal-of-the-mind)

### Apprenticeships

Apprenticeships frequently-asked questions

<http://www.idea.gov.uk/idk/core/page.do?pageId=9327977>

Local authority role in promoting employment and skills through apprenticeships

<http://www.idea.gov.uk/idk/core/page.do?pageId=9325224>

National Apprenticeships Service

<http://www.apprenticeships.org.uk/>

Details of regional contacts

<http://www.dwp.gov.uk/about%2Ddwp/customer%2Ddelivery/jobcentre%2Dplus/stakeholders%2Dand%2Dpartnerships/partnerships/business%2Dcommunity/>

## **IDeA**

Layden House  
76-86 Turnmill Street  
London EC1M 5LG

telephone 020 7296 6880

facsimile 020 7296 6666

email [ihelp@idea.gov.uk](mailto:ihelp@idea.gov.uk)

[www.idea.gov.uk](http://www.idea.gov.uk)



INVESTOR IN PEOPLE

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*Local Government Association*

The Local Government Association is the national voice  
for more than 400 local authorities in England and Wales.  
The LGA group comprises the LGA and five partner  
organisations which work together to support, promote  
and improve local government.

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