

Wider Impact

**Groundwork
Lancashire West & Wigan
Future Jobs Fund Evaluation**

August 2011

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Money Saved. Quality Assured.



**Groundwork Lancashire West & Wigan
Future Jobs Fund**

Independent Evaluation

Commissioned by
Groundwork Lancashire West & Wigan

Delivered by
Wider Impact Consultancy Ltd
www.widerimpact.com



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1.0 Executive Summary

1.1 Introduction

Wider Impact Consultancy has been invited by the Groundwork Lancashire West & Wigan Trust to independently evaluate its performance in relation to the delivery of the **Future Jobs Fund projects** commission by:

- **AGMA** (Association of Greater Manchester Authorities Grants Unit)
- **Groundwork UK and NHF National Programme** (supported by DWP)
- **North West Development Agency** (Greater Manchester City Strategy)

Based on instructions, our research, findings and recommendations are focused on how the Trust has delivered the above projects as a whole – the **FJF Project**.

1.2 Our Approach

Our approach to this commission has been structured, involving desk and field research. In addition to analysing key documents, including returns and reports to contractors, we have taken time to obtain the views and opinions of:

- Clients
- Host Employers
- Contractors
- Partner agency members
- Key Trust staff

1.3 Our Findings

We are delighted to present an extremely **positive report**, and have no doubts that the Trust is meeting the requirements of its contractors and delivering **client centred** support to clients. We have noted that the Trust has established an impressive list of **Host Employers**, and in close partnership with other agencies, has (up to the 31 May 2011) enabled **330** previously long-term unemployed people into meaningful jobs that will enhance and improve their future employment prospects.

Building on such successes, experience and expertise, it is clear that, linked to the **Work Programme** and **Personalisation Agenda**, the Trust is well placed to continue to develop and deliver services in areas such as:

- **Confidence building**
- **Personal development**
- **Job seeking support**
- **Job brokerage**

1.4 Recommendations

Based on our findings we are pleased to make a number of recommendations:

1. All those involved in the development and delivery of the Project should be congratulated; with particular emphasis on the **Project Manager (Jayne Lannon)**, who should be **commended** for her hard work, tenacity and the care and support she has provided to clients and **Host Employers**.
2. The Trust should continue to explore the potential to further develop / expand the services the Trust can provide in areas linked to the '**client centred**' support / the creation of jobs for long term unemployed young people and others who face significant disadvantage in the labour market.
3. Opportunity should be taken to 'track' a number of clients (up to 20), for periods of 6 months, 1 year, and 3 years; to gain an understanding of the long-term *wider impacts* the Project has on their lives / employment prospects. This should include a high proportion of '**NEET**' (*Not in Education, Employment or Training*) clients / clients with criminal convictions (prior to being supported by the Project).
4. The Trust should review / update internal and external marketing. Opportunities risk being missed, with regard to promoting the Trust / achievements / potential etc. to those coming into direct contact with the Trust, which includes clients, members of the public, observers, potential partners / supporters / funders etc.

1.5 Conclusions

We are satisfied that the Trust has demonstrated **value for money**:

- **330** new jobs have been created
- **64** people, who were previously long-term unemployed, have moved into full-time employment

- We have no doubt that the vast majority of clients are much more **job ready** than they were prior to being supported by the Project and are ready to take up jobs when employment prospects inevitably improve

In conclusion, we are grateful to all those who have taken time to support the delivery of this report. We are aware that delivery of the FJF Project has been a team effort, with outstanding support from clients, Host Employers, contractors, partner agency members (a number that have not been highlighted in this report due to a need for brevity), and staff from the Groundwork Lancashire West Trust.

2.0 Acknowledgements

2.1 Introduction

We are grateful to the following individuals who have kindly given up their time and contributed to this report:

Amy Dawber	Groundwork Lancashire West & Wigan
Graham Doubleday	Youth Offending Team Wigan
Sam Ford	Groundwork Lancashire West & Wigan
Colin Greenhalgh	Groundwork Lancashire West & Wigan
Karen Guest	Wigan Council
Sarah Halsall	Connexions Wigan
Viv Horrocks	Groundwork Lancashire West & Wigan
Jayne Lannon	Groundwork Lancashire West & Wigan
Hugh Shields	Groundwork Lancashire West & Wigan
Ali Ulhaq	New Economy Manchester
Julie Unsworth	i2i Wigan
Kevin Walsh	Wigan Council
Julie Senior	Groundwork Lancashire West & Wigan

Future Jobs Fund Clients, who have given up their time to be interviewed, attend a workshop and complete and return over 50 high quality questionnaires.

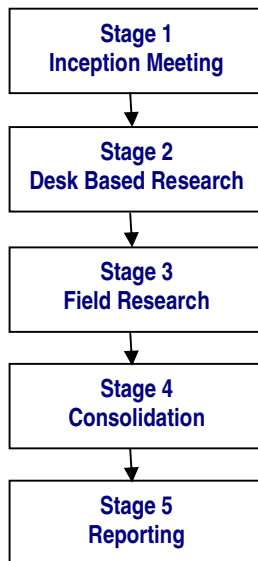
Host Employers, who have taken time to complete and return questionnaires.

3.0 Methodology

3.1 Introduction

As highlighted at **Figure 1**, we have taken a methodical and structured approach to this commission.

Figure 1



3.2 Desk Research

We have accessed and analysed:

- FJF literature:
 - **Department for Work and Pensions (DWP)**
 - **Department for Communities and Local Government (CLG)**
 - **Groundwork Lancashire West & Wigan**
 - **Groundwork UK**
- FJF contract agreements between the **Groundwork Lancashire West & Wigan Trust** and three contracting agencies:
 - **AGMA** - Association of Greater Manchester Authorities Grants Unit
 - **Groundwork UK / NHF National Programme**
 - **Wigan Council**

- Data and information kindly provided by the **Groundwork Lancashire West & Wigan Trust**
- Monitoring reviews completed by the **New Economy Manchester – AGMA** Monitor
- Press / media reports

3.3 Field Research

Field Research has been detailed and varied:

- Inception / consolidation meetings with Groundwork Lancashire West & Wigan Programme Director (**Colin Greenhalgh**)
- Meetings / interviews with the Project Manager (**Jayne Lannon**)
- Meetings / interviews with Groundwork Lancashire West & Wigan Project Support staff:
 - **Viv Horrocks**, HR & Training Manager
 - **Hugh Shields**, Programme Manager
 - **Julie Senior**, Information, Advice & Guidance Officer
- Meetings / telephone interviews with external partner agency members:
 - **Wigan Council**
 - **i2i**
 - **Connexions**
 - **Youth Offending Team (YOT)**
- Random Client Case file reviews:
 - **10** AGMA clients
 - **5** Groundwork UK clients
 - **5** North West Development Agency clients
- Workshop – attended by **12** clients
- **4** Client Case Study interviews
- **1** Case Study kindly provided by Wigan Connexions
- Questionnaires aimed at:
 - 51 Host Employers - **23** returned / analysed
 - A random selection of FJF Clients - **54** returned / analysed

4.0 Introduction

4.1 Introduction

Announced in 2009 Budget, the **Future Jobs Fund (FJF)** is a fund of around **£1 billion** to support the creation of jobs for long term unemployed young people and others who face significant disadvantage in the labour market.

The FJF has been run by the Department for Work and Pensions (DWP) in partnership with the Department for Communities and Local Government (CLG), with input from Jobcentre Plus and Regional Government Offices in England.

The FJF aimed to create 150,000 jobs, and formed part of the Young Persons' Guarantee. From 2010, everyone between the ages of 18 and 24 who has been looking for work for a year will get an offer of a job, work experience, or training lasting at least **6 months**.

Criteria

Under national guidelines delivery agents needed to demonstrate:

- The creation of additional jobs – meaning the jobs must be additional, and could not exist without the FJF funding
- At least 25 hours a week
- Lasting at least 6 months
- Either for long term unemployed young people (or people in unemployment hotspots)
- The work done will benefit local communities
- There will be support for employees to move into long-term, sustained employment

4.2 Groundwork Lancashire West & Wigan

Appendix A highlights the aims of the **Groundwork Lancashire West & Wigan Trust**, and provides examples of its role, aims and objectives regarding supporting local people into employment.

4.3 Local Contractual Agreements

The **Groundwork Lancashire West & Wigan Trust** has been commissioned to deliver the FJF by three contractors:

- **AGMA** - Association of Greater Manchester Authorities Grants Unit
- **Groundwork UK and NHF National Programme** (supported by DWP)
- **North West Development Agency** (Greater Manchester City Strategy)

Table 1 provides an overview of the **delivery criteria** agreed between the Trust and each of the above contractors.

Table 1 Delivery Criteria

Contractor	Criteria	Number of Jobs to be Created
AGMA	<ul style="list-style-type: none"> ○ Basic employment service ○ 18 -24 year olds ○ 26 weeks paid employment ○ Minimum 35 hours paid employment per week ○ 'Host Employers' Public / Community / Voluntary Sectors ○ Referred by JCP ○ Demonstrate community benefit ○ Individualised programme of additional support ○ Basic service to continue employment for a further (optional) 26 weeks ○ Additional 'matched' funding (Working Neighbourhood Fund) to support additional training and support 	210
Groundwork UK	<ul style="list-style-type: none"> ○ Young people to take up FJF Jobs ○ 18 – 24 years ○ 26 weeks paid employment ○ Minimum 25 hours paid employment per week ○ Host Employers Public / Community / Voluntary Sectors ○ Referred by JCP ○ 26 weeks employment ○ Unemployed for a minimum 39 weeks (9 months) ○ Young people to move into employment following FJF job ○ Young people to improve skills and employability through their FJF job ○ Demonstration of community benefit ○ Provision of skills, experience and training to unemployed young people ○ Demonstration of the partnerships ability to deliver a large employment programme, in preparation for future opportunities 	100
North West Development Agency (NEETS)	<ul style="list-style-type: none"> ○ Specific to NEET young people ○ 16 – 18 year olds ○ 26 weeks paid employment ○ Minimum 35 hours paid employment per week ○ 'Host Employers' to include Private Sector ○ Referred by Connexions ○ Provision of job search / personal development ○ Exit support 	20

Source: Groundwork Lancashire West & Wigan

4.4 Project Funding

Table 2 highlights Project funding.

Table 2 Project Funding (to 31 May 2011)

Source	Amount £
AGMA	1,079,500
WNF (AGMA Match)	383,454
GWUK	635,000
NW Development Agency (NEETS)	83,146
Total	2,181,100

Source Groundwork Lancashire West & Wigan

Notes

1. Total AGMA / Groundwork UK funding is the total **contract value**.
Funding has been returned from this sum due to clients leaving early.
2. WNF (AGMA Matched Funding) / NEET funding is the total amount received.

4.5 Delivery of the Project

Whilst each contract contains differing criteria, the overall principals are the same - **to support the creation of jobs for long term unemployed young people and others who face significant disadvantage in the labour market.**

The Trust has been methodical and efficient in its approach:

1. Locate Host Employers (52)
2. Place jobs / vacancies on a Management Information System (MIS)
3. Notify Jobcentre Plus / Connexions
4. Receive telephone enquiries
5. Receive referrals
6. Carry out interviews

7. Appointment / No appointment
8. Inform Jobcentre Plus / Connexions
9. Open clients file
10. Update MIS
11. Induction (Groundwork / local employer)
12. Clients employed
13. Job search activities
14. Monthly progress reviews
15. Client leaves Project
16. Client tracked for 13 weeks
17. Obtain Employer Declaration

4.6 Client Support

It is apparent that the Trust has an ethos for **client centred** support. Clients are treated as individuals. For example:

- We have noted that the Groundwork Lancashire West & Wigan FJF Project Manager (**Jayne Lannon**) is aware of all clients (e.g. names, Host Organisations, achievements, needs etc.)
- Clients are treated as individuals, with an understanding of their emotions and feelings. For example, clients are quickly informed if they are successful / unsuccessful following job interviews, rather than waiting for unnecessary periods
- Clients who are not suitable for jobs are not abandoned. They are referred back to Jobcentre Plus / Connexions, when opportunity is taken to improve their chances of being suitable for other / future jobs, or more suitable jobs are offered to them
- Clients are offered pastoral support, as well as support directly linked to employment opportunities

4.7 Host Employers

As will be noted at **Appendix D**, the Trust has established an impressive list of Host Employers, representing a wide range of industries / sectors.

4.8 Partnership Working

We noted with interest arrangements set up by **Wigan Council** with regard to the **AGMA contract**. Five local providers have been contracted to deliver the FJF contract:

- **Groundwork Lancashire West & Wigan**
- **i2i (Inspire 2 Independence)**
- **Arena Housing**
- **Lancashire Wildlife Trust**
- **Pathways CIC**

The local authority arranged regular meetings with all contractors, which ensured impressive close **partnership working** at local delivery level in relation to the FJF Project as a whole.

5.0 Research Findings

5.1 Introduction

We are pleased to provide details of our findings, which outline how the Project has been delivered and its success in achieving key aims and objectives.

5.2 Outputs

Table 3 highlights key **outputs** linked to the delivery of the FJF projects delivered by **Groundwork Lancashire West & Wigan**.

Table 3 Number of People Supported into Work (Up to 31 May 2011)

Funder	Contracted Outputs (People into Work)	Actual (To 31 May 2011)	Work Extension Provided	Into Employment Following Involvement with FJF (30 hours or more)	Known Offending History	BME	Disabled
AGMA	210	210	53	38	34	6	9
Groundwork UK	100	100	N/A	20	5	4	2
North West Development Agency (NEETS)	20	20	N/A	6	2		1
Totals	330	330	53	64	41	10	12

Source: Groundwork Lancashire West & Wigan, June 2011

Notes

Percentage of clients **gaining employment (30 hours or more)** following involvement with FJF projects:

- AGMA - **18%**
- Groundwork UK – **20%**
- NW Development Agency – **30%**
- **All Projects – 19%**

5.3 Questionnaire Analysis

Two separate questionnaires were forwarded to Clients (**Appendix E**), and Host Employers (**Appendix F**).

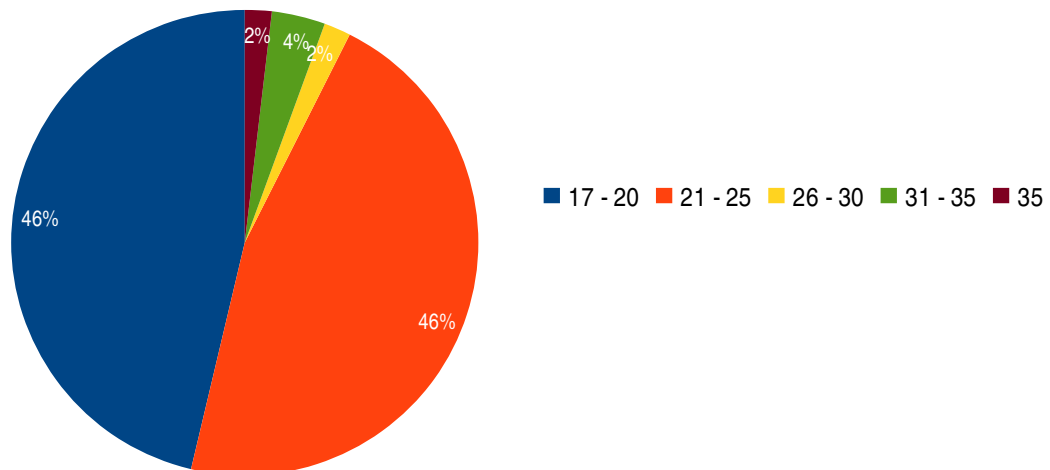
5.4 Client Responses

54 questionnaires have been received and analysed:

- 39 (72%) male
- 15 (28%) female

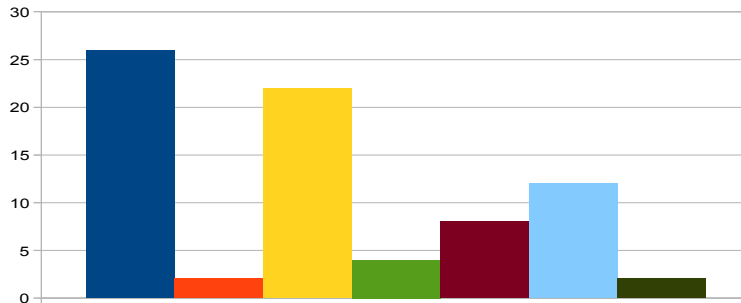
Graph 1 highlights the ages of respondents.

Graph 1 Client Ages



Graph 2 highlights responses to the question, *'Which of the following best describes your current employment status?'*

Graph 2 Current Employment Status

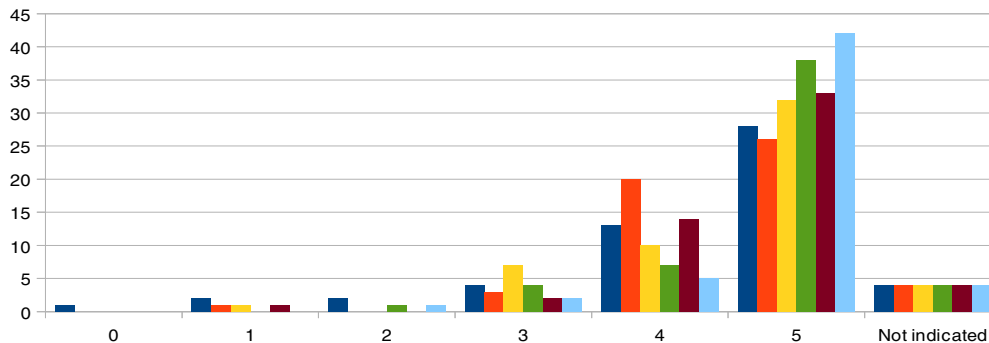


Key

- Currently employed full time
- Currently employed part time
- Still employed by the job I found as a result of the Future Jobs Fund Project
- Offered regular employment as a result of the Project
- Currently unemployed
- Currently looking for a new job
- Currently not looking for work

Graph 3 highlights responses to the question, *'How would you rate the following regarding the Future Jobs Fund Project?'* (1 is low – 5 high) (0 – no views).

Graph 3 Clients' Views on the FJF Project

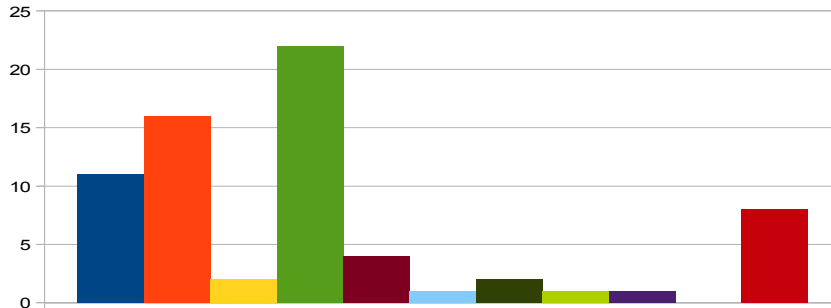


Key

- It was hard to find work before I was supported by the Project
- The personal support provided by the Groundwork staff was useful
- The training provided was useful and relevant
- I am / I was happy in the job I was in as a result of the Project
- Being on the Project will increase my chances of keeping a good job
- I would recommend the Project to others

Graph 4 highlights responses to the request, *'Please list 3 GOOD things about the Project'*.

Graph 4 Three Good Things about the FJF Project

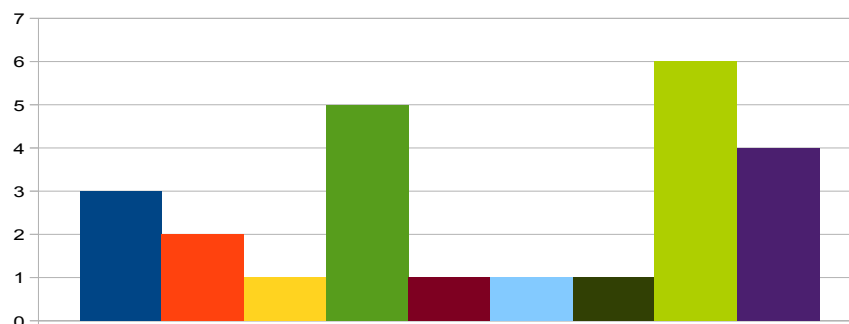


Key

- Qualifications Gained
- Work Experience
- Gained Employment
- Training
- Confidence Building
- Financial Benefits
- Advice / Support
- Volunteering
- Support to Business
- Reduce Crime
- Not indicated

Graph 5 highlights responses to the question (if appropriate) *'Please state how you feel the Project could be improved'*.

Graph 5 Ways the FJF Project Could be Improved



Key

- Extended program
- More one to one support
- Regular updates and support for clients
- More work based training
- Appropriate equipment
- Bike to work scheme
- Additional training budget
- Better prospects for full time employment
- No improvement needed

Additional Comments

The following are examples of the **additional comments** received from clients:

- *It is really rewarding and good. Helped me build confidence and self esteem*
- *Working through Groundwork with BTCV was awesome, fun, educational, active, regular, and a sense of achievement*
- *FJF has worked really well for me. I now have a full time job that I wouldn't have without FJF and the experience and training I gained*
- *Without Future Jobs Fund many people like myself will lose all the help they need; especially in these tough economic times*
- *Everyone is helpful and supportive. I appreciate the opportunity to find a career that is rewarding personally and contributing to the community*
- *Work has never been more enjoyable until you have tried the Groundwork experience. I was given the opportunity to create, develop and promote a project I truly believed in*
- *I have gained a great deal of knowledge and qualifications while being on the project; and I feel it would benefit others if they had the chance*
- *The Future Jobs Fund Job was the first full time job I held, and because of it I feel more able to get another job and progress, and will come away with the experience and work relevant qualifications which I couldn't have got otherwise*
- *Really good project. Would be better if it lasted longer*
- *Project has helped me and Groundwork have been supportive. Great people to work with and excellent training*
- *Should have the project longer to help people till they are able to find a job*

5.5 Host Employer Responses

Of the 51 questionnaires forwarded to all Host Employers, **23** questionnaires from the (**45%** return rate) were received and analysed. **Tables 4 and 5** highlight agency / company description and agency / company size.

Table 4 Agency / Company Description

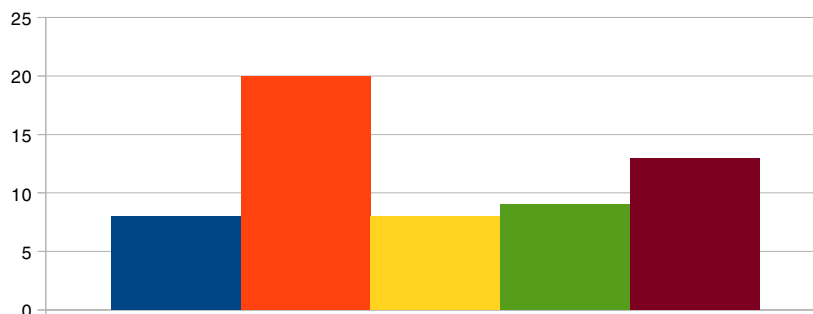
Charity	6
Construction	1
Education	2
Not indicated	2
Private Sector	1
Public Sector	2
Retail	1
RSL	1
Social Enterprise	1
Voluntary	6

Table 5 Agency / Company Size

Micro Company	6
Small Company	5
Medium Company	5
Large Company	7

Graph 6 highlights responses to the question, ‘*What has been your motivation for supporting the Project?*’

Graph 6 Host Employers Motivation for Supporting FJF Project

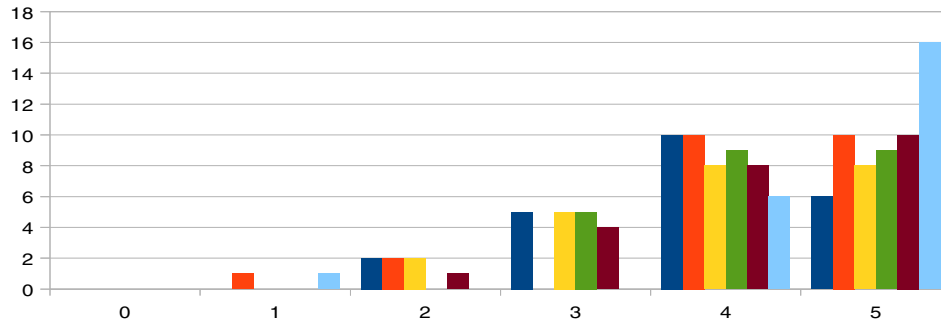


Key

- To reduce costs / resources
- Funding / e.g. Candidates salaries / wages being paid
- To recruit the right person for the right job
- Support / advice provided by Groundwork
- Corporate Social Responsibility

Graph 7 highlights responses to the question, '*How would you rate the following regarding the Future Jobs Fund Project?*' (1 is low – 5 high) (0 – no views).

Graph 7 Host Employers Views on the FJF Project

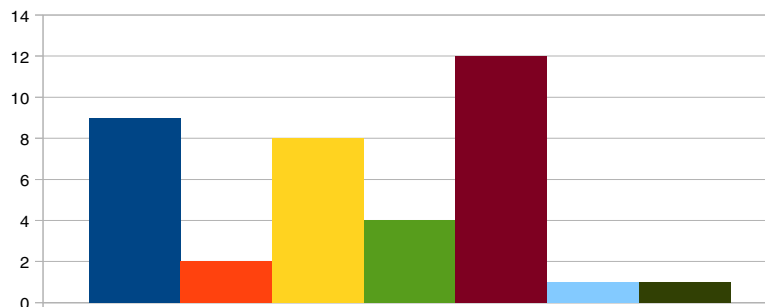


Key

- The Project has attracted good quality candidates / potential employees
- If feasible, we plan / would like to employ / retain candidates beyond the life of the project
- On the whole candidates have been positive and motivated
- The Project / candidates have supported delivery of our aims /objectives /CRS / business plan
- Groundwork has been supportive during the Project and have efficiently sorted out problems / issues as they have arisen
- We would welcome the opportunity to continue to support such Projects in the future

Graph 8 highlights responses to the request, '*Please list 3 GOOD things about the Project*'

Graph 8 Three Good Things about the FJF Project

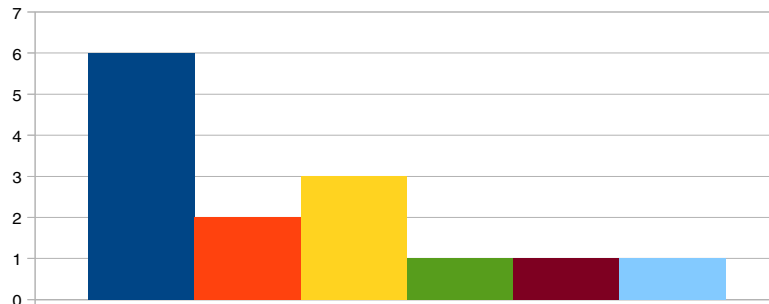


Key

- Work experience
- Gained employment
- Training
- Confidence building
- Advice / Support
- Support to business
- Reduce crime

Graph 9 highlights responses to the question; (If appropriate) *‘Please state how you feel the Project could be improved’*.

Graph 9 Ways the FJF Project Could be Improved



Key

- Longer contracts
- Private Sector involvement
- Continuation of the project
- More indepth interviews for placements
- Better administration
- Open to a more diverse range of candidate

Additional Comments

The following are examples of the **additional comments** received from Host Employers:

- *The project has been brilliant. Our organisation relies mainly on volunteers and to have a regular employee who we can rely on has been wonderful. The Project provided us with good candidates, and as a result they are now fully paid members of staff in our organisation* **Wigan Citizens Advice Bureau**
- *The people on the programme have enabled Groundwork to concentrate more on development for future programmes.* **Groundwork Lancashire West & Wigan**
- *Future Jobs Fund Projects has been a good initiative to create hands on training.* **Mint Northwest Ltd**
- *The Future Jobs Fund has been fantastic. It's been useful and exciting, encouraging and motivating but most of all it gave some fantastic young people the opportunity to improve their lives.* **Rose Bridge High School**
- *This Project has improved the confidence and self esteem of at least one member of our community and the example set has encouraged others to seek out similar opportunities. Unfortunately this is not possible because the scheme has ended.* **Worsley Hall (Wigan) CRC**

- *I feel that if the candidate wished to continue in a certain job role there should be a way of offering the opportunity whilst continuing job search. **Oxfam***
- *Very grateful for the additional high quality candidates, and how they have contributed to the Hospices efforts. **Wigan & Leigh Hospice***
- *Good initiative. Sorry it has finished. **The Brick Homeless Project***
- *Think it is a great scheme and would very much like it to continue. **The Reader Organisation***
- *We are very grateful for all the help we have received from **Jayne Lannon and Amy Dawber. Compassion in Action***
- *We were extremely happy with both placements, and one has continued to work as a volunteer following end of placement. **Guinness Northern Counties***

5.6 Case Study Analysis

We are grateful to those clients who agreed to meet with Wider Impact, and take time to explain in some detail how they benefited (or not) from the FJF Project. [Appendix B](#) highlights summaries of our interviews.

Observations include:

- All were unemployed for extended periods prior to their joining the FJF Project
- The periods of extended unemployment were without doubt low points in their lives, resulting in emotions ranging from anxiety to depression
- On the whole, they felt isolated during these periods; and felt they were highly unlikely to ever achieve meaningful employment
- On the whole, the longer they were unemployed, the lower they *set their sights* in terms of the jobs / careers they felt they were likely to achieve. This was despite a number of clients being highly educated
- On the whole, they would have welcomed the support of the FJF long before they were able to take advantage of the Project
- On the whole they welcomed the efficient way in which the Groundwork Lancashire West & Wigan Trust enabled their routes into jobs created as part of the FJF
- It is clear Groundwork Lancashire West & Wigan staff have been keeping a *close eye on them* whilst they were linked to the Project. In one case the Trust quite rightly withdrew a client from an employment opportunity due to problems, which were not the making of the client

- It is clear that individual Trust staff and the Trust as a whole, cares for the clients. They are certainly not numbers or entities linked to funding / grants. For example in one case the Trust has thought outside the box to keep a vulnerable, homeless client in employment; despite the relative FJF funding coming to an end in relation to that client
- On the whole, clients received plenty of opportunities to attend additional training. **This was more noticeable in relation to the AGMA clients**
- With no exceptions, clients have benefited in a number of ways as a result of the support they received from the Project / Groundwork Lancashire West & Wigan Trust. For example:
 - Improvements to their employability – likelihood to remain employed / secure future employment
 - In a number of cases, their securing full-time employment
 - In all cases, their well-being / confidence levels
 - In one case, one to one, expert support / multi-agency referrals to tackle issues such as homelessness / confidence building / anger management
 - In one case, becoming drug / alcohol free and ending a life of criminal activity
- It is noticeable that the majority of clients interviewed did not fully utilise available opportunities to search for new jobs, or attend job seeking sessions available from the Groundwork Lancashire West & Wigan Trust. Explanations including their *enjoying* the 6 month (Potential 6 month extensions for AGMA clients) employment opportunities they were in; and there appeared to be limited pressure from the Trust for them to attend / take advantage of such opportunities

5.7 Workshop Analysis

A workshop involving 12 FJF clients was delivered by Wider Impact at the Groundwork Lancashire West & Wigan Trust. Clients were asked a number of questions, and invited to individually respond by writing answers / comments on 'Post-It' notes, which were attached to flip charts. **Appendix C** highlights clients' responses to each question. The following is a summary of responses to each question.

Question 1

“What are the biggest challenges you face when becoming unemployed?”

- On the whole the group were clear about the difficulties faced when becoming unemployed
- Noticeable challenges include long-term unemployment and being treated fairly by key agencies such as Jobcentre Plus

Question 2

“What do you value the most when looking for work?”

- On the whole the group clearly understood the need for qualifications, training and work experience
- A number of clients valued individual bespoke **client centred** support and advice
- A number of clients understood the importance of confidence, drive and motivation

Question 3

“What were your first impressions / views when you were informed a job may be available to you as part of the Future Jobs Fund?”

- On the whole the group agreed they were extremely excited and relieved to be informed a job may be available to them / and would be interviewed for a real / paid job
- On the whole the group agreed that excitement quickly turned to anxiety, as they doubted their own ability to do the job they were being interviewed for

Question 4

Awareness of Groundwork prior to the being involved in Future Jobs Fund

- On the whole the group had little to no knowledge of the Groundwork Lancashire West & Wigan Trust (or the organisation as whole) in relation to what it did in the community, or what the organisation stood for

Question 5

Current awareness of Groundwork’s role in the community

- As a whole, the group had limited knowledge of the Groundwork Lancashire West & Wigan Trust’s (or the organisation as whole) role in the community
- A small number, who were currently employed by Groundwork Lancashire West & Wigan had some knowledge of the organisation, but this was limited to buzz words, and anecdotes they appeared to have picked up from other staff

Question 6

“What public good do you carry out in the community as part of the Project?”

- It was clear that the majority of clients had a clear understanding of the good they were doing by being involved with the FJF Project
- We were impressed with the extent of their personal involvement, and the fact that the group as a whole came alive when this subject was discussed

Question 7

“Why is doing ‘public good’ important?”

- The majority of the group understood the value they were bringing to the local community, and how it made them feel good about themselves
- **None of the group** mentioned the value it would bring to their CVs, enhance their skills / experience, and make them more employable / attractive to current / future employers

Question 8

“What do you feel are the biggest challenges for you now?”

- As a whole the group clearly feared, and understood the consequences of unemployment
- A number were concerned about their mental well-being
- The majority of the group seemed unconcerned about receiving appropriate career advice, and seemed focused on poor support / treatment from key agencies such as Jobcentre Plus / recruitment agencies

Question 9

“What would you value now?”

- It was noted that the majority were most concerned about keeping / getting a job during a period of recession
- It was noticeable that only 2 clients (who were in full-time / permanent employment) were looking for ‘*more money*’

5.8 Case File Reviews (Wider Impact)

We have taken the opportunity to randomly examine **20** client case files maintained by the Groundwork Lancashire West & Wigan Trust:

- **10** AGMA files
- **5** Groundwork UK files
- **5** NW Development Agency files

In summary:

- All files have been efficiently maintained by the Trust. This is particularly relevant in relation to client time sheets. We were unable to find examples of any weekly times sheets missing from the files

- **It appears that AGMA clients received enhanced training opportunities / employment support, in comparison to non-AGMA clients**
- On the whole, we noted limited notes / details of employment support provided to clients

5.9 External Monitoring Reviews

We are grateful to have access to copies of monitoring forms / returns forwarded by the Groundwork Lancashire West & Wigan Trust to:

- **New Economy Manchester (AGMA Monitor)**
- **Groundwork UK**
- **NW Development Agency**

We have also taken the opportunity to contact appropriate officers / representatives of Wigan Council, New Economy Manchester and Groundwork UK.

In summary:

- All monitor forms / returns are completed to a high quality, and to the satisfaction of monitors
- Where issues have been noted / highlighted by monitors, they have clearly been addressed to the satisfaction of the monitors
- We note an observation by a member of **Wigan Council** regarding the **AGMA contract**, *'We are highly satisfied with the performance of the Groundwork Lancashire West & Wigan Trust in relation to the delivery of the Future Jobs Fund Project. It is noticeable that they have located a high number of host employers, and work in close partnership with other agencies delivering the Project. We are aware that the Trust support clients to a high level. Monitoring forms are returned on time and to a high quality. We would look forward to working with the Trust in the future on similar projects and initiatives'*

5.10 Press / Media Reports

We are grateful for access to a number of press / media reports / articles relating to the FJF Project. For example:

- *Recruited by the Council as part of the Department for Work and Pensions' Future Jobs Fund, 15 Life Guides are currently at work in the Borough every day of the week..... The Life Guides work within the Council's Town Centre Management Team, and have been trained by **Groundwork Lancashire West & Wigan. Borough Life, Summer 2010***

- *More than 300 people have been given help securing employment, thanks to the Future Jobs Fund in Wigan. Over the last 18 months, **Groundwork's Future Jobs Fund scheme** has allowed 300 people, aged 18 to 24 years, who have been unemployed for at least 26 weeks, to be given paid employment. **Wigan Observer, February 2011***
- *Getting a leg-up on the first rung of the careers' ladder is important – especially for young people. But often advice on jobs and careers isn't the full story. In some cases people have to embark on a life changing journey to ensure they are 'job ready'.... Hayley joined **Groundwork's Prince's Trust Programme**. The course gives young people the skills motivation and confidence to go onto further education, training or employment. Hayley's passion and determination impressed **Groundwork** so much that the organisation ended up offering her a position through the Future Jobs Fund. The Trust recognised her potential to be great and was offered the full time Personal Development Officer. **Borough Life, Summer 2011***

5.11 Meetings with External Partner Agency Members

We are grateful to the following external partner agency members who have kindly provided their views and opinions regarding the delivery of the FJF Project by the Groundwork Lancashire West & Wigan Trust. **In summary:**

Sarah Halsall, Connexions Wigan - *It has been a rewarding experience for our clients to work so closely with Groundwork Lancashire West & Wigan on the **Future Jobs Fund Project**.*

*It has been an excellent example of **partnership working**. They link with employers and secure real jobs, and we refer the most appropriate clients to them, so they can fill the jobs. We also work very closely with the **YOT (Youth Offending Team) Education, Employment and Training Team**.*

*We provide **pre-employment support** to our clients, and work closely with Groundwork to make sure the right clients are matched to the right jobs. For example, we were supporting a client (see **Appendix B, Case Study 5**), who was working on a voluntary basis with an organisation called **CRIS**. We contacted Groundwork to see if it was feasible for **CRIS** to become a Host Employer as part of the Future Jobs Fund Project, which would enable the client to become an employee. Viv [**Viv Horrocks**] at Groundwork was great. She just got on with it, and helped make it happen.*

*A lot of our clients are **NEETS** and the prospect of a job is so important to them. There is no doubt in mind that Groundwork is **client centred**, ensuring clients really benefit, rather than being over focused on the money (funding) and outputs.*

*The Future Jobs Fund delivered by Groundwork Lancashire West & Wigan has been really successful. To date I believe we have referred around **15** clients, aged 16 to 18 years; the majority being **NEETS**. Of those who have been provided with jobs by Groundwork, **99%** have achieved so much, and in my view are less likely to commit crime and more likely to get a job in the future.*

If I had a wish, it would be for our clients who have benefited from the Future Jobs Fund to be tracked, in terms of their future employment, training and criminal records; as I strongly believe they stand a better chance in life than similar clients who have not been able to benefit from the Project.

Julie Unsworth, i2i Wigan – *'It has been a pleasure to work so closely with Groundwork Lancashire West & Wigan on the Future Jobs Fund Project. Whilst all organisations involved in delivery of the Project have had quotas to meet in terms of supporting clients into work, I feel we have all worked in **close partnership** for the **benefit of the clients**. It has not been uncommon for us to refer clients, via Jobcentre Plus to each other, ensuring the **right client achieves the right job**, and of course the right start in relation to **long-term employment**.*

Graham Doubleday, Youth Offending Team (YOT) Wigan - *We have employed two people at the YOT on Future Job Fund since January 2011. This is our first experience of the programme and we have welcomed the opportunity to support someone into employment and wish we had done this earlier. The two people are a great asset to our team and they enhance the service we deliver. They do a lot of the preparation work prior to young people arriving at site and they support the supervisors who work directly with the young people.*

*Groundwork Lancashire West & Wigan has been very supportive and the team members have been in regular contact with the two supervisors who oversee their work, in addition to regular calls to myself. **The Groundwork team always seem keen to get the best for people, and you never get the feeling that people are lost as individuals in favour of stats and performance which you feel with some agencies.***

5.12 Meetings with Groundwork Lancashire West & Wigan Staff

We have taken the opportunity to meet with 3 members of the Groundwork Lancashire West & Wigan Trust, who have been closely involved in the development and delivery of the Future Jobs Fund:

Colin Greenhalgh, Programme Director – It is apparent that:

- The Trust is committed to **client centred** support
- The Trust is experienced and successful at delivering projects aimed at supporting vulnerable people into employment
- The Trust operates a wide range of programmes aimed at supporting vulnerable people into employment. We were impressed to note that **22 clients** moved on from the Trust's Prince's Trust Programme (see **Appendix A**) to the FJF Project

- The Trust operates a **team approach**, ensuring that Programme Managers and clients benefit from wide ranging skills and experience possessed by Managers and other key staff based at the Trust. Significant **FJF team members** include:
 - **Amy Dawber** Administrative Assistant
 - **Sam Ford** Trainee Administrative Assistant
 - **Viv Horrocks** HR Manager and Programme Manager
 - **Jayne Lannon** FJF Programme Manager
 - **Hugh Shields** Programme Manager
- The Trust is *willing to listen* in relation to how they can improve and enhance the services they deliver

Jayne Lannon, Programme Manager – It is apparent that Jayne Lannon:

- Is committed to delivering **client centred** support
- Is committed to ensuring the Project meets aims and objectives
- Is aware she is part of a **team** (see above) at the Trust, **all of whom** have worked together to provide high levels of support to clients and Host Employers
- Is grateful to external partner agency members / providers who have delivered (sometimes free) training relevant to individual client needs, to help build skills to help make each individual more employable. She asks for special mention to be made of the support **Beulah Gowen, CVS Business Development Manager** has given to the Project

- Is committed to maintaining client files to a high standard
- Is committed to completing returns / monitoring forms on time and to a high standard
- Is aware that pre-employment / job searching skills could be enhanced at the Trust, and has been working closely with recently appointed Information, Advice and Guidance Officer (**Julie Senior**) to develop such services to clients

Julie Senior, Advice and Guidance Officer – whilst a relatively new post at the Trust, it is apparent that **Julie Senior** / the post:

- Has been providing valued support and guidance to FJF clients
- Is committed to delivering **client centred** support
- Has the potential to support the further enhancement and improvement of the support the Trust provides to clients in relation to making informed life choices

6.0 Summary of Findings

6.1 Introduction

Based on our research, we are pleased to provide a summary of our findings:

- **Desk Research:**
 - Outputs
 - External monitoring forms
 - Media / Marketing reports / press cuttings
- **Field Research:**
 - Questionnaire analysis (Clients / Host Employers)
 - Case study analysis
 - Workshop analysis
 - Case file reviews
 - Meetings / interviews with external partners
 - Meetings / interviews with Groundwork staff

6.2 Desk Research

It is apparent that:

- The Trust is meeting / is likely to exceed outputs agreed with contractors
- The Trust is maintaining high quality records, meeting the expectations of contractors
- The Trust is marketing Project successes to a local audience
- The overall success rate (up to 31 May 2011) of clients being **employed** (30 hours or more) is **19%**
- In relation to individual Projects:
 - **AGMA 18%** employment
 - **GWUK 20%** employment
 - **NW Development Agency (NEETS) 30%** employment (*comparative low numbers involved, compared to other Projects*)

6.3 Field Research / Questionnaire Analysis

In relation to **clients** (54 responses):

- The majority of clients found it hard to find work prior to being supported by the Project
- The majority of clients found the support offered by Groundwork staff extremely useful
- The majority of clients were happy with the job found for them by the Project

- The majority of clients feel that being on the project will increase their chances of keeping / finding a good job
- The majority of clients would recommend the Project to others
- Noticeable **good** things about the Project included:
 - *Training* (**22** responses)
 - *Work experience* (**16** responses)
 - *Qualifications gained* (**11** responses)
- Ways the Project could be improved included:
 - *Better prospects for full-time employment* (**6** responses)
 - *More work based training* (**5** responses)
 - *Extended programme* (**3** responses)
 - *More one to one support* (**2** responses)

In relation to **Host Employers** (**23** responses):

- Motivation to support the Project included:
 - *Funding / candidates salaries / wages being paid* (**20** responses)
 - *Corporate Social Responsibility* (**13** responses)
 - *Support / advice provided by Groundwork* (**9** responses)
 - *To recruit the right person for the right job* (**8** responses)
 - *To reduce costs / resources* (**8** responses)
- The majority were positive about the Project, and how the Project had been delivered by the Groundwork Lancashire West & Wigan Trust
- Noticeable **good** things about the Project included:
 - *Advice and support from the Trust* (**12** responses)
 - *Work experience opportunities for clients* (**9** responses)
 - *Training* (**8** responses)
- Ways the Project could be improved included:
 - *Longer contracts* (**6** responses)
 - *Continuation of the Project* (**3** responses)

6.4 Case Study Analysis

We found it useful to meet with / have access to the files of clients who are facing a variety of challenges in their lives; and are grateful for their honesty during interviews. In relation to the roles the Groundwork Lancashire West & Wigan Trust has played in their employment opportunities, we are pleased to summarise as follows:

- The Trust is without doubt **client centred**, recognising that *one size does not fit all*. Clients have been treated with **care**, and as **individuals**
- Clients are enjoying being supported by key staff at the Trust
- Key staff at the Trust are proficient at providing pastoral support
- The Trust utilises a **partnership approach** to good effect, in relation to client referrals to other agencies
- The appointment of the **Advice and Guidance Officer** has added value to the support the Trust can provide to clients in terms of employment advice / support

6.5 Workshop Analysis

- There is no doubt that the Project is reaching the **most in need**, in relation to those requiring employment support / jobs
- We noted that the majority of clients were unaware of the role / aims / objectives of the Groundwork Lancashire West & Wigan Trust
- Whilst we were impressed with client's awareness of the **public good** they were carrying out in the community, we noted a lack of awareness of how such experience could add value / enhance their CVs / employment prospects
- There is no doubt the majority of clients will require on-going support / advice if they are to become employed long-term
- We noted clients are well aware of the effects of the current recession, and are realistic about the need to secure employment, rather than seek *high wages*

6.6 Case File Reviews

- All files have been efficiently maintained by the Trust
- It appears that AGMA clients received enhanced training / employment support opportunities, in comparison to non-AGMA clients
- On the whole, we noted limited examples of notes / details of employment support provided to clients

6.7 Meetings / Interviews with External Partners

We have been extremely impressed with feedback from representatives of partner agencies, particularly in relation to evidence of:

- Partnership working / sharing skills / resources
- A **Client centred** approach
- The Trust demonstrating a **can do** approach
- The quality of information data supplied to contractors / partner agency members

6.8 Meetings / Interviews with Groundwork Lancashire West & Wigan Staff

- We noted a **Client centred** approach, with high awareness of individual clients needs and requirements
- We noted that clients have the opportunity to benefit from a wide range of projects and initiatives delivered by the Trust; and have the opportunity to move from one programme (e.g. Prince's Trust) to another (e.g. FJF)
- We noted a **Team approach** at the Trust, with evidence of staff and departments supporting each other, for the benefit of clients
- We noted a multi-agency **partnership approach** with an impressive knowledge of other agencies; and a willingness to refer clients / seek support / offer support on a daily basis
- In relation to the **Advice and Guidance Officer**, we noted she was being asked to support an ever growing list of clients, with the risk of missing the opportunity to set up systems; in relation to providing **structured, strategic Client centred support systems** at the Trust

6.9 In Conclusion

Based on research findings, we **are satisfied** that the Trust:

- Is meeting targets agreed with funders / contractors
- Is maintaining high quality and accurate records / returns
- Is delivering high quality support to clients – demonstrating an impressive **Client centred** approach
- Is delivering high quality support to Host employers
- Is working in close **partnership** with other agencies
- Was wise to appoint the **Advice and Guidance Officer**, who has 'added value' to the support the Trust provides to clients in relation to personal development / job seeking

Areas for potential improvement / opportunities:

- Continue to develop / expand the services the Trust can provide in areas linked to the 'client centred support' / the creation of jobs for long term unemployed young people and others who face significant disadvantage in the labour market
- Review / enhancement of Trust marketing

7.0 Recommendations

Based on our findings we are pleased to make a number of recommendations:

1. All those involved in the development and delivery of the Project should be congratulated; with particular emphasis on the **Project Manager (Jayne Lannon)**, who should be **commended** for her hard work, tenacity and the care and support she has provided to clients and Host Employers.
2. The Trust should continue to explore the potential to further develop / expand the services the Trust can provide in areas linked to the **client centred** support / the creation of jobs for long term unemployed young people and others who face significant disadvantage in the labour market.
3. Opportunity should be taken to track a number of clients (up to 20), for periods of **6 months, 1 year, and 3 years**; to gain an understanding of the long-term *wider impacts* the Project has on their lives / employment prospects. This should include a high proportion of NEET clients / clients with criminal convictions (prior to being supported by the Project).
4. The Trust should review / update internal and external marketing. Opportunities risk being missed, with regard to promoting the Trust / achievements / potential etc. to those coming into direct contact with the Trust, which includes clients, members of the public, observers, potential partners / supporters / funders etc.

8.0 Conclusions

8.1 Introduction

We are delighted to present such a **positive report**, which demonstrates the Groundwork Lancashire West & Wigan Trust is:

- Meeting the requirements of contracts with:
 - **AGMA** (Association of Greater Manchester Authorities Grants Unit)
 - **Groundwork UK and NHF National Programme** (supported by DWP)
 - **North West Development Agency** (Greater Manchester City Strategy)
- Delivering a **client centred** approach
- Working in close partnership with key local agencies
- Is well regarded by:
 - Clients
 - Host Employers
 - Contractors
 - External partners
- Delivering a wide range of projects and initiatives that can benefit vulnerable local people in terms of their securing meaningful long-term employment
- Is forward thinking, and highly competent and able to deliver similar commissions in the future

8.2 Value for Money

In times of austerity, **value for money** must be a key question.

- In terms of **outputs**, it is clear that the Trust is delivering what it agreed with contractors, **330** new (26 weeks) jobs have been created – at an **estimated** overall project cost of **£6,609** per job
- In terms of 'outcomes', to date **64** people, who were previously long-term unemployed have moved into full-time employment – at an **estimated** overall project cost of **£34,079** per job

The actual costs of unemployment and particularly long-term unemployment are almost impossible to quantify. Factors will not only include financial costs (which are substantial to the individual and the state), but will also include issues such as anxiety, depression, criminal behaviour / activity, health, well-being and wider effects on children and other family members.

We also note that the benefit the Project has had on clients is likely to take further months and even years to fully impact on jobs. Since the Project started the country has entered a period of recession, which is far from over. Based on our research there is no doubt that the vast majority of clients are much more **job ready** than they were before they entered the Project; and are ready to take up jobs when employment prospects inevitably improve.

It is therefore our view that the Project has demonstrated **value for money**, which will become more apparent in months / years to come.

8.3 Areas for Improvement

We are impressed with the Trust's *willingness to listen*; and its acceptance that systems and procedures can be improved to enhance the services it can offer in the future.

8.4 Conclusion

We are grateful to all those who have taken time to support the delivery of this report. We are aware that delivery of the FJF Project has been a **team effort**, with outstanding support from clients, Host Employers, contractors, partner agency members (a number of which has not been highlighted in this report due to a need for brevity), and staff from the Groundwork Lancashire West Trust.

Appendix A

The **Groundwork Lancashire West & Wigan Trust** is a local charity that has delivered projects and programmes for the people of Wigan over the last 28 years. Its aim is to help people and organisations make changes in order to create **better neighbourhoods**, to **build skills and job prospects** and to **live and work in a greener way**. The Trust has **5** areas of focus:

1. **Skills, Training and Employment**
2. **Community Work**
3. **Improving Open Spaces**
4. **Young People's Development**
5. **Greener Living and Working**

The Trust:

- Is included in the **Work Programme** as an **Approved Provider** of pre-employment programmes
- Has provided **transitional employment** positions
- Has recently delivered the **Future Jobs Fund**
- Delivers the **Breakthrough** programme in various formats for young people who are excluded, or on the verge of exclusion. The energy packed programme concentrates on positivity, hope for the future and consequences of actions. The staff team set challenges and review their accomplishment, again in a team based setting
- Delivers the **Prince's Trust TEAM Programme** - pre-employment programmes, with an emphasis on **practical applied learning**. The programme includes a full-time intensive 12 week programme that involves a team-building residential in the Lake District, community projects, awareness sessions, team challenge, presentations, work placements and 'next steps'. It basically fills up a CV with qualifications, (The Prince's Trust Certificate in Employment, Teamwork and Community Skills, First Aid, Health and Safety) reviewed experiences, transferable skills development and motivates each young person to want more from life. The Programme works with young people aged **16** through to **25** years; both unemployed and employed, who complete key elements of the Programme and utilise to demonstrate for promotion opportunities

- Delivered the community focused ***Moving on Moving Up*** part-time pre-employment programme with the aid of Coalfields Regeneration Trust funding in 2010. This programme provided a team based ethos that galvanised attendees and provided that stepping stone to work. The programme was underpinned by RSPH Level 2 Understanding Health Improvement qualification that helped to make the all important lifestyle changes that also aid employment prospects
- Has developed the ***Fresh Start*** work club in conjunction with Jobcentre Plus, basing the initial programme at its offices in Hallgate. The Trust is hoping to deliver more community based ***Fresh Starts*** in 2011
- Provides **volunteering opportunities** in a range of disciplines, including Landscaping, Landscape Architecture, Allotments, Building Maintenance, Youth work and Administration
- Is delivering a ***Green Energisers*** programme, providing the opportunity to utilise working in the outdoors on Practical Horticulture tasks as the focus for motivating young people classified as NEET
- Is working in partnership with a diminishing Connexions service, offering information, advice and guidance service from its offices in Hallgate, and supporting a similar service in Leigh. A ***Futures Centre*** service will be primarily aimed at NEET young people, and will include a drop-in service, job brokerage, *In Work Support*, interview support, CV building, volunteering signposting and apprenticeship development

Source: Groundwork Lancashire West & Wigan, July 2011

Appendix B

Case Studies (Names Changed)

CASE STUDY 1

Samantha is aged 24 years, single with no children. She lives in Wigan with her parents. She has a BA degree in History and an MA in Medieval Studies.

On leaving full time education she says, *'I had no idea about what job I wanted to do, and was hoping it could have been something to do with Heritage. Unfortunately, this did not happen, and it quickly became clear to me that a job was going to be hard to find. I started off applying for jobs that I felt matched my education and skills, but this was not going to happen. After around 6 months and over **50 applications**, I would have been willing to take anything. I was so bored being at home not doing anything constructive and began to believe I would never get a job'*.

Things suddenly changed for Samantha, *'After 6 months I became eligible to benefit from the **Future Jobs Fund**, and more or less out of the blue, I was invited to attend 4 interviews. They were clearly **real jobs**, and I gathered that interviews would be serious and competitive. The job I really wanted was with a local building company, **Hughes Brothers**, which involved supporting the Groundwork Lancashire West & Wigan's Green Team. It was a challenging interview involving a Director of the company and a member of Groundwork. I was really pleased to be quickly informed I had been successful and although it was a shock to be suddenly employed, I was really excited about the new job, which was initially for a 6 month period'*.

Samantha was pleased with the support she received and says, *'Both the company and Groundwork were really professional and supportive. I received formal inductions and never felt I was on my own or out of my depth. It was a new post with a lot of responsibility. I had to arrange and attend meetings, keep minute and deliver presentations. It was challenging, which is what I really enjoyed about the job. I was learning new things, which was building up my knowledge base. The added value was the work I was involved in was making a difference to the local community. For example; I played a significant role in arranging the creation of a Community Garden, and was aware that Groundwork's Green Teams were supporting disadvantaged local people with their gardens'*. She was also pleased with training received from Groundwork. *'I took advantage of a number of courses such as First Aid, Project Management and PETALS. The Company also provided specialist training in Google 3-D Design'*.

She does however admit that she was not as committed to job hunting as she should have been. *'You see, I had a job I enjoyed, and although it was just for 6 months (extended for a further 6 months), I was enjoying what I did, and I accept, I took my eye off that ball'*.

All has worked out well for Samantha, *'Building on what I had learned at Hughes Brothers, I was successful in applying for a post as a **Finance Assistant** at Groundwork Lancashire West & Wigan. I am really happy here and there is no doubt the Future Jobs Fund has helped me to secure a wonderful full-time post which I clearly would not have secured without my time at Hughes Brothers'*.

CASE STUDY 2

Katie is aged 23 years, single with no children. She lives in Wigan with her parents. She has achieved GCSE grades and an NVQ Level1 at College.

*She says, 'I hated being unemployed and applied for **100s** of jobs with no meaningful interviews. After 6 ½ months I would have taken anything – Call Centre, shop work, anything. Around 25 people were applying for every job I was looking at. It was really getting me down, but I never gave up trying. Then I heard about the **Future Jobs Fund** on Facebook and before I knew it I was attending an interview with a local employer. It was a real interview and I was so pleased when I was offered the job'.*

Things did not however work out well for Katie, 'I was disappointed to be asked to carry out menial, and non-work related tasks by the management, such as carrying out their personal shopping. On one occasion, I even had to babysit my Manager's child'.

*Katie was however impressed with the support she received from **Groundwork Lancashire West & Wigan**, 'I put up with as much as I felt I should, and when my complaints weren't listened to by the Company, I informed the link person at Groundwork. She came out and tried to resolve the problems. However, things did not improve and after a short while I was pulled out, and offered work at the Groundwork Trust. Due to the break, I carried out a further 6 months at Groundwork, and benefited from loads of courses and training, such as First Aid, Health & Safety, Time Management, Risk Assessment, Team Building, Assertiveness, Customer Resolution, the Trust also supported me to achieve an NVQ Level 2 in Business Administration.'*

Katie was however not complacent, 'Even though I was working, I kept applying for around 20 other jobs, and attended 4 interviews. I received no firm job offers, but this time I was being interviewed, which meant I was getting there, and becoming employable. After a while 2 jobs came up at Groundwork, and I applied for both: one in Finance, and the other as the Receptionist. They were both tough interviews, and I was really pleased to be offered the Receptionist post. It is a real job and full time. I love it here. You are treated as part of the team, and I am looking to achieve NVQ Level 3. I soak up all the training they offer me and with the increase in my salary, plan to take driving lessons and pass my test.'

*Katie has no doubts about the value of the **Future Jobs Fund**, 'It provided me with the skills, experience, training and confidence I needed to secure full-time employment. The support provided by Groundwork was first class, and I was really grateful they supported me when things were not going right with my first employer. I am particularly impressed with the training available, it is of high quality and meaningful. I am sure it would have been extremely hard for me to get where I am now without the support I have been provided with. I am so happy!'*

CASE STUDY 3

John is aged 21 years, single with no children. He lives in the Wigan area. He has achieved 11 GCSEs at levels A to C, has an NVQ Level 3 in Business Administration and an ITT Diploma. He was unemployed for 9 months. During this period he applied for 40 / 50 jobs, and was only invited for 2 interviews. He was offered neither job. He says, *'I was hoping for a job in IT, but after 6 months I would have taken anything. I was even looking at cleaning jobs, and would have taken one willingly.'*

He therefore was extremely pleased to be offered an interview with the **Adactus Housing Group** as a result of the **Future Jobs Fund project**. He says, *'I knew straight away it was a wonderful opportunity. It was a real job with a credible organisation, and I was not going to waste it. The induction sessions with Groundwork and Adactus Housing were both extremely professional, and re-enforced the fact that I was part of something important and worthy. My post was an Administration Assistant, with lots to learn and lots to offer in terms of work experience and to gain an insight into the workplace. I was treated the same as any other employee and really felt part of a team. I was encouraged to move around the organisation, to gain an insight into the different departments. Whilst no promises were made, it was clear full-time opportunities would be coming up, so I made sure I listened, learnt, and prepared myself for such eventuality. In the mean time Groundwork offered additional training and courses in areas such as CV writing, time management and job seeking.'*

John had previously been a part of **Groundwork Lancashire West & Wigan's Prince's Trust programme**, and says, *'I really enjoyed that programme and got a lot out of it. I attended 5 days a week for 12 weeks, and attended courses such as Health & Safety, First Aid and Food Hygiene. There is no doubt the programme helped to prepare me for life in general and the work place.'*

There is no doubt John's initial time at the Adactus Housing Group has been of use to him and successful. *'I am really proud to have won the **Best Newcomer Award**, and delighted to have been offered and accepted a full-time job with the Company, with a career structure in front of me.'*

John entered the Company as an **Administration Assistant**. One year after joining the Company on a full-time basis as a **Trainee Business Administrator**, he has been promoted to the post of **Tenant Service Manager**. He is learning to drive and clearly has ambitions, *'I have met the Chief Executive, who had shaken my hand. He now knows me, and I feel I am **on my way**. I plan to become a Manager and who knows; Chief Executive one day?'*

CASE STUDY 4

Adam is aged 25 years, single with no children. He is homeless, and is currently sleeping on the floor at a friend's house. He has 8 GCSEs, at grade C in English, Maths and Science. On leaving school he achieved a Btec Public Sector National Diploma at Wigan College.

Adam's homeless problems started due to his not being willing to live at home with his stepfather. On leaving home, he moved into a flat, but lost this due to poor behaviour linked to drinking and his violent responses to stressful situations. He has served a Prison sentence. He says, *'I have tried to hold down a job, but drink and my bad behaviour keeps getting in the way. I have just lost all confidence in myself, and feel I will never get out of this hole I am in. I can't get a regular job, and as a result can't afford a home to live in. Without a home address, employers won't employ you, and it seems I am in a vicious circle and can't get out of it'*.

Prior to joining the **Future Jobs Fund Project**, Adam had been unemployed, receiving benefits for around 18 months, *'It was awful and so soul destroying. I tried everything I could think of to get a job, any job, but it just was not happening for me. I felt my criminal convictions and being homeless was getting in the way'*.

Adam gained employment for 6 months through the Project, working in a manual role for Groundwork Lancashire West & Wigan. He says, *'I am really enjoying it and while the additional money is good, it is good to be busy and earning a living'*.

Adam does however acknowledge, *'I need help getting my life back. Groundwork have given me training and courses in subjects such as First Aid, Health & Safety, but my biggest concern is what happens when I finish at Groundwork. I know I need to sort out my anger management and I just don't have any confidence in myself'*.

Adam has noted improved support over recent weeks, *'Julie (Information, Advice & Guidance Officer) joined Groundwork a while ago and I have met with her on a number of occasions and things seem to be moving now. She seems to know her stuff and we are building an Action Plan for me. She has referred me to other people such as Anger Management and I am beginning to believe in myself. Julie is good and I am looking forward to working with her. My first priority is getting a home, and we are looking at options'*.

Adam is still working at Groundwork Lancashire West & Wigan despite the **Future Jobs Fund** funding running out at 6 months. The scheme he was in did not enable a much needed 6 month (AGMA) extension. The Trust has located funding from another source to keep Adam employed.

We are informed by the Information, Advice & Guidance Officer that the Trust is determined to support Adam, as he is proving to be a good employee and more than worthy of a chance in life. Key priorities include supporting Adam find a secure home and enabling multi-agency support to meet Adam's individual needs and requirements.

CASE STUDY 5

David has not been interviewed by Wider Impact Consultancy. We have utilised notes kindly supplied by **Connexions Wigan**, and a letter written by David to Connexions. We have reproduced the letter as it was written by David :

*Hello its (David) writing this. I think that scapping connexions will ruin people lives. I have got a job out of it and if I werent for connexions I would be doing drugs and thieving and selling drugs. I think if connexions goes the people of wigan borough will be f****d basically before I knew Sarah Halsall (Connexions Support Worker) I was on drugs and selling them. Sarah got me on a music project at crisis I couldnt even sit still before my job I was very ill on methodone and being sick all the time couldnt hardy do anything but since sarah got me the job my life has completely changed im of all drugs dont even drink now, and before I was very bad, plus think now hard it will be to young people to get work placements it will be impossible. I think it is a bad decision I live in wigan so I no what it is like. If it werent for sarah I wouldn't be writing this letter Id be locked up are lying dead somewhere Im telling you know Please do not scap connexions there is f**k all in Wigan as it is so imagine the people what can never get a Job connexions is very good.*

From (David) name changed

David attended 2 local High Schools, but was not a regular attendee. He has been working with Wigan Youth Offending Team since aged 14 years, with a number of offences including Criminal Damage, Assault and Theft. On leaving school he refused College options, except for Rathbones Fasttrack course, run specifically for young offenders who would struggle to cope with engaging in a full-time course initially due to prolonged dis-engagement from education. Attendance was sporadic initially as he had also started his drug treatments to stop using Heroin.

In May 2010 he met with **Creative Industries Salford (CRIS)** (a local organisation that delivers creative projects with the community that engage, up skill and empower people to make a change in their lives), and agreed to undertake a creative project with the organisation on a voluntary (unpaid basis).

As he was doing so well, and the organisation was willing to employ David, his Connexions Support Worker approached **Groundwork Lancashire West & Wigan**, with a view to David being employed by CRIS as part of the **Future Jobs Fund project**. This was arranged and David became 'employed' by CRIS. David responded extremely well and has been a *model employee*.

He is now **drug free**, has **stopped his offending behaviour** and hanging around with those who he had previously taken drugs with. He wants to continue working at CRIS and **engage in training and education**. He has recently performed at a Regional convention in front of a packed audience.

Appendix C

Workshop Outputs

Question 1

“What are the biggest challenges you face when becoming unemployed?”

- *New job*
- *Finding a new job*
- *Finding a permanent job*
- *Keeping my contract*
- *Unemployment*
- *Getting an interview*
- *Take it as it comes*
- *Completing NVQ level 3 (x2)*
- *Developing skills to progress my career*
- *Finding paid work*
- *A successful interview*
- *Finding a decent job*
- *Job market worsening*
- *Going back to university £9,000*
- *Lack of confidence*
- *Being treated unfairly by the job centre*
- *Going back to the job centre*

Question 2

“What do you value the most when looking for work?”

- *Advisor*
- *Advice*
- *Certificates*
- *Drive and self motivation*
- *Confidence*
- *Long employment history*
- *Responsibility*
- *Independence*
- *Retraining*
- *Opportunity for training*
- *Qualifications*
- *Assistance finding a good job*
- *Confidence building*
- *Financial security*
- *The Future Jobs Fund*
- *Friendly environment*
- *Permanent*
- *Assistance and advice*
- *Experience*
- *A chance to prove myself*

Question 3

“What were your first impressions / views when you were informed a job may be available to you as part of the Future Jobs Fund?”

- *Unemployment length (x2)*
- *Will I make it to the next step?*
- *Letting myself down*
- *Interview*
- *Self doubt*
- *Worried*
- *Nervous (x2)*
- *Communication skills*
- *Is the job any good?*
- *Shocked*
- *A chance*
- *Relief (x5)*
- *Optimistic*
- *Relieved*
- *Confidence boost*
- *Happy (x2)*
- *Excitement*

Question 4

Awareness of Groundwork prior to being involved in Future Jobs Fund

- *No idea (x2)*
- *Don't know (x4)*
- *Not sure*
- *Never heard of them before*
- *Environment and people skills*
- *Offer training*
- *Development projects*

Question 5

“What do you now think Groundwork does for the community?”

- *Change lives*
- *Offer jobs / Job search / Training (x4)*
- *Help to get a job in the future*
- *Change places*
- *No idea*
- *Get people back into work (x2)*
- *Develop people*
- *Area development*

Question 6

“What ‘public good’ do you carry out as part of the project?”

- Public Good (x2)*
- Mother Toddler group*
- Training people on work experience*
- Helping vulnerable clients*
- Provides pensioners lunches*
- LICP admin helped a homeless refugee get a home*
- Getting the support*
- Help the aged*
- Make a better place to work and visit*
- Community breakfast cafe*
- Restored gardens of people who can't do it themselves*
- Help motivate and build confidence for the kids, supervise*
- Helping vulnerable residents*
- Helping disabled people by fitting disabled bathrooms*
- Helping clients with suicidal thoughts*
- Handy person services*
- Got people jobs*
- Provides training*
- Give disabled people more independence so they can shower*
- Help the homeless*
- Helped people look for jobs*
- Arranged training for people*
- Being there for clients who have no one to talk to*
- Keeping the centre open and giving people information*
- Wigan & Leigh Hospice raising as much money as possible*
- Give relief and peace of mind to clients*
- Getting food parcel for clients*
- Works together with sunflower project*
- Befriending services*
- Help the aged to enjoy a nice garden*
- Kept store open (Oxfam)*
- Helped people with CVs*

Question 7

“Why is doing public good important?”

- I enjoy making the over 50's smile and be happy with their garden*
- Good feeling being caring to others*
- Raising money (charity)*
- Enjoy*
- Confidence*
- Makes you feel good helping others*
- Help our community*
- It brings people together*
- Knowing you have helped someone*
- Makes you feel better and its the local area*
- Helping people gain skills that will serve them long into the future*

- *Gives them chance to come out of the house*
- *Happiness*
- *Feels good making life easier for disabled people*
- *Help our community*

Question 8

“What do you feel are the biggest challenges for you now?”

- *Ignorant*
- *Dump*
- *Belittling*
- *Job centre show a lack of empathy*
- *Mingle with bums*
- *Feel like you are getting criticised because you have no job*
- *Feeling crap (x2)*
- *Depressed (x5)*
- *Feeling like shit*
- *Mess*
- *Depressing (x2)*
- *Debt*
- *Food*
- *Can't live on dole*
- *Job centre staff don't help*
- *Repetition*
- *Ignorant people*
- *What's the point?*
- *Temptation of crime*
- *Messed about by recruitment agency*
- *Degrading*
- *Boredom (x5)*
- *Demoralising*
- *Loss of confidence / self esteem*
- *Apply for jobs and not hearing back*
- *People won't hire you if you don't already have a job*
- *Money (x4)*
- *Motivation*
- *Getting an interview*

Question 9

“What would you value now?”

- *Settle in new job and learn new role*
- *Keep current job (x3)*
- *Regular career advice*
- *More training*
- *Vocational qualifications*
- *A chance at a job that you actually want – even if its short term*
- *Permanent employment / career (x3)*
- *Real help from Jobcentre*
- *Decent hours*

- *Have my own company and employees*
- *Real help from government*
- *Get my contract renewed (x2)*
- *Bonuses*
- *Government to see big picture*
- *Good wage*
- *Higher wage*

Appendix D

Host Employers

Adactus Housing Group	Wigan & Leigh Hospice
Adult Community Education	Wigan and Leigh College
Age Concern	Wigan Council
Bramble House Community Centre	Wigan Leisure and Cultural Trust
British Heart Foundation	Windsor Care Home
British Waterways	Working Wonders
BTCV	Worsley Mesnes Community Centre
CAB Leigh	Youth Offending Team (YOT)
CAB Wigan	Young Lancashire
CAST Gone Fishing	
Checkers	
Chorley Self Storage	
Community Gateway	
Compassion in Action	
CRIS	
CYPS	
Deanwood Manor Care Home	
Engineers Department	
Envirotec	
Equip Garage	
Fix It	
Groundwork Lancashire West & Wigan	
Guinness Northern Counties	
Harmony Media	
Help the Aged	
Hughes Brothers	
Hurleys	
Joining Communities	
Leigh Integration	
Mary Brotherton Wellbeing Centre	
Michelle Lilley	
Mint	
One Voice	
Oxfam	
Proco	
QED	
Rathbones, Chorley	
Rose Bridge High School	
The Brick	
The Grange	
The Reader Organisation	
Tutors Direct	
Unify Credit Union	

Appendix E



Thank you for taking the time to complete this short questionnaire, which will be used to evaluate the **Groundwork Lancashire West & Wigan Future Jobs Fund Project**.

Prize Draw Completed questionnaires will be placed in a draw, with an opportunity to win a **£25 CASH Prize!**

Personal Information	
Name
Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>
Ethnic Origin
Age
Postcode
Registered disabled	Yes <input type="checkbox"/> No <input type="checkbox"/>

Section 1	
“Which of the following best describes your current employment status?” <i>(please tick all that apply)</i>	
Currently employed full time	<input type="checkbox"/>
Currently employed part time	<input type="checkbox"/>
Still employed by the job I found as a result of the Future Jobs Fund Project	<input type="checkbox"/>
Offered regular work as a result of the Project	<input type="checkbox"/>
Currently unemployed	<input type="checkbox"/>
Currently looking for a new job	<input type="checkbox"/>
Currently not looking for work	<input type="checkbox"/>

Section 2

“How would you rate the following regarding the Future Jobs Fund Project?”
(1 is low – 5 is high) (0 – no views)

It was hard to find work before I was supported by the Project	0 1 2 3 4 5
The personal support provided by the Groundwork staff was useful	0 1 2 3 4 5
The training provided was useful and relevant	0 1 2 3 4 5
I am / I was happy in the job I was in as a result of the Project	0 1 2 3 4 5
Being on the Project will increase my chances of keeping a good job	0 1 2 3 4 5
I would recommend the Project to others	0 1 2 3 4 5

Section 3

Please list up to 3 GOOD things about the Project

- 1.
- 2.
- 3.

Section 4 *(if appropriate)*

Please state how you feel the Project could be improved

Anything else you wish to add? *(please continue on a separate piece of paper if necessary)*

For further information, please contact **Edwin Lewis** at Wider Impact Consultancy on 0845 165 0491, or email edwin@widerimpact.com

Appendix F



Thank you for taking the time to complete this short questionnaire, which will be used as part of our evaluation of the **Groundwork Lancashire West & Wigan Future Jobs Fund Project**.

Personal Information	
Name
Organisation
Job Title
Phone No
Email

Section 1	
Please describe your organisation <i>(e.g. Voluntary, Community, Service, Manufacturing, Construction, IT, Retail, Transport, Education, Health)</i>	
.....	
Large company (more than 250 employees)	<input type="checkbox"/>
Medium company (less than 250 employees)	<input type="checkbox"/>
Small company (less than 50 employees)	<input type="checkbox"/>
Micro company (less than 10 employees)	<input type="checkbox"/>

Section 2	
“What has been your motivation for supporting the Project?” <i>(Please tick all that apply)</i>	
To recruit the right person for the right job	<input type="checkbox"/>
Difficulties in locating ‘good candidates’	<input type="checkbox"/>
To reduce costs / resources (e.g. Advertising vacancies)	<input type="checkbox"/>
Funding / e.g. candidates salaries / wages being paid	<input type="checkbox"/>
Support / advice provided by Groundwork	<input type="checkbox"/>
Corporate Social Responsibility (CSR)	<input type="checkbox"/>

Section 3

“How would you rate the following regarding the Future Jobs Fund Project?”

(1 is low – 5 is high) (0 – no views)

The Project has attracted good quality candidates / potential employees	0 1 2 3 4 5
If feasible, we plan / would like to employ / retain candidates beyond the life of the project	0 1 2 3 4 5
On the whole, candidates have been positive and motivated	0 1 2 3 4 5
The Project / candidates have supported delivery of our aims / objectives / CRS / business plan	0 1 2 3 4 5
Groundwork has been supportive during the Project, and have efficiently sorted out problems / issues as they have arisen	0 1 2 3 4 5
We would welcome the opportunity to continue to support such Projects in the future	0 1 2 3 4 5

Section 4

Please list up to 3 GOOD things about the Project

- 1.
- 2.
- 3.

Section 5 *(if appropriate)*

Please state how you feel the Project could be improved

Anything else you wish to add? *(please continue on a separate sheet of paper if necessary)*

Data Protection Please tick the following box, if you **do not** want your details retained and utilised for wider monitoring and marketing purposes.

For further information / contributions please contact **Edwin Lewis** at Wider Impact Consultancy on 0845 165 0491, or email edwin@widerimpact.com

widerimpact

Independent Analysis. Strategic Reviews

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