



## STRATEGY PAPER: JUNE 2019

### EXECUTIVE SUMMARY

working together to reduce re-offending

The Pan Livery Group propose building on the tradition of Livery Companies, providing financial support in the form of individual grants and funding projects that have enabled ex-offenders to turn away from crime.

**AIM:** To run a pilot that will draw on the resources and experience of members and take a strategic and targeted approach to philanthropic giving. This would be testing an innovative programme helping offenders find and sustain work with a strong focus on housing and community integration. In addition this will support employers to maximise the economic benefits that come from recruitment through this channel to fill vacancies. The ambition is to demonstrate impact and swiftly scale the approach.

**PILOT:** The 12 month pilot would be facilitated through the conduit of the charity, Bounce Back, experienced in helping people leaving prison find and stay in work. It proposes that alongside training and intensive support, an **accommodation** offer will be tested for those who do not have a suitable place to live, which is the unique aspect of this programme. Bounce Back will support the Pan Livery project to work with employers, who we expect will initially mostly be the members of the Livery, in construction, built environment and facilities management, with an emphasis on a tailored approach, training ex-offenders and matching them to vacancies provided through the Livery Companies based on their skills and the locality. The project will begin in London and then roll out nationwide. The project will also provide ample opportunity for volunteers from the Pan Livery to be involved.

**COST:** it is proposed that £319,117 funding is required to enable an independent stand-alone Pilot on behalf of the Pan Livery with an specific evaluation to be provided to enable the achievement of agreed outcomes. **This is to engage with 300 individuals and achieve 40 people into sustained employment, and those who need it will have housing provided. The funding will be held by the Mercers and released on instruction from the ‘Governance Group’**

**GOVERNANCE:** the Pan Livery No Going Back (NGB) will be supported and monitored by a Steering Group to include the Companies and Employers committed to taking this forward. It should be noted that this project in no way seeks to supplant any contributions already made in this area by the Livery Companies.

**RATIONALE:** This Strategy paper highlights the unique approach the Pan Livery could drive to support people from prison into employment with housing. A separate paper outlining the current skills shortage in this sector as well as an overview of the Criminal Justice system is available.

## INTRODUCTION

This Strategy Paper was commissioned to assist in gaining ownership of this approach amongst Livery Companies and related employers and to secure the funding required to support a Pilot, to test the model prior to scaling the approach. The Pan Livery Group has been exploring new ways for the Livery companies to work together to fund and tackle specific issues. The Group has started to consider how a group of Livery Companies could support a Pilot project.

The Paper sets out the aims, case and model for a Pilot. It also sets out a proposed budget and the ambition for scaling the programme, demonstrating a clear approach to evaluation and governance as well as draft terms of reference for a Steering Group.

The work has been informed by Johnny Robertson, Fran Findlater, CEO, Bounce Back, Steve Turner, Tessa Brewer, Simon Lawson, his colleague Luci Jones and Barrie Torbett as well as Peter Dawson of the Prison Reform Trust and many other experts in the sector. In addition, Russell Webster, Independent Impact Consultant has produced his recommendations for conducting an independent evaluation of the Pilot project.

## MAKING THE CASE

### THE LIVERY COMPANIES

Livery Companies have a strong tradition of philanthropic giving. They have for some time provided funding specifically to enable offenders’ rehabilitation. This has included the work of the Sheriffs and Recorder’s Fund which has provided individual grants to prison leavers and also funding for charities such as Bounce Back, whose programmes focus on helping people leaving prison find and keep work. Most recently Simon Lawson of the Builders Merchants has already recognised the need and has taken the initiative of beginning a programme in prisons for Lawsons with a focus on accommodation and support on release which he is prepared to fund to enable ex-offenders to settle in work. The Pan Livery Group’s ambition is to now take a strategic, bold and pioneering approach and target the resources of the Companies, starting with employment in the Building Industries Sector whilst seeking the support of the wider Livery. The focus will be on a specific group of people

leaving prison that will both align with the values and ambitions for philanthropic giving alongside economic benefits for the Companies and the economy more generally.

## **THE CHALLENGE**

Re-offending costs the UK economy £15 billion a year and the re-offending rate for those given 12 month prison sentences is 64.1%.

**Employment:** Having a job is key to breaking the cycle of re-offending for individuals and their families, providing children with role-models, they can follow into employment instead of crime. The stigma of having a criminal record can deter employers from taking people on. However, actively hiring people after prison is proven to reduce re-offending by 50%. Being in employment raises individuals' self-esteem, helps get their lives back on track and opens up a career path. This is in addition to ongoing support, financial stability, structure and routine, enabling employment to give them personal and emotional benefits, including feelings of legitimacy, self-worth and changed attitudes to crime in the longer term.

**Accommodation:** A job in isolation is not enough, emotional and practical support is fundamental in enabling people to sustain employment and progress successfully. It is highlighted that homelessness is a significant barrier: 79% of prisoners who reported being homeless before going into prison were reconvicted in the first year after release compared to the 47% who had somewhere to live. Bounce Back evidence shows that 38% of the people they engaged with on their last programme had accommodation issues meaning that they could not take up or stay in the jobs that they were offered.

## **THE OPPORTUNITY**

75% of employers won't hire a candidate because of a previous conviction but those that have, say doing so has enhanced their reputation, often helping them to win new contracts (*Gov.uk*). Savings to the State in preventing people re-offending have been estimated to be up to £70,000 per person when the cost of prison, court costs and benefits are taken into account.

Skills shortage is currently a major concern. The CIPD has calculated that filling the average non managerial vacancy costs around £2,000. Opening up recruitment to ex-offenders, can help reduce overheads.

Leading the way are employers such as Timpson that run training academies in prison and also recruit 10% of their workforce from prison including offenders released on temporary licence. Balfour Beatty has an ex-offender programme and Halfords have said that the level of retention from the prison academy is higher than retention for other employed sales floor workers.

In the Building skills Industry, the proposed focus for this Pilot, there over 418,000 people employed in London. In February last year it was announced that 185,000 additional construction workers would be urgently needed to meet demand over the next 5 years. (*CITB*).

## **THE IMPORTANCE OF REHABILITATION**

### **GOVERNMENT STRATEGY: NATIONAL PROBATION SERVICE/COMMUNITY REHABILITATION COMPANY**

In order for people leaving prison to thrive and find and sustain work they need a package of support in place that includes having somewhere suitable to live and a positive network of encouragement around them.

It is well publicised that the current government contractual model for Transforming Rehabilitation, with The Probation Service and Community Rehabilitation has been ineffective. The Ministry of Justice is currently consulting on a revised model, with new contracts which are planned to go live next year. HM Chief Inspector of Probation, Glenys Stacey, said recently in her Annual Report: 'Any new probation model must focus on quality. In my view, effective probation work is most likely when good leaders are free to manage, motivate and develop

professional staff, who are in turn able to build challenging but supportive relationships with offenders. *Specialist and local services are also crucial to help offenders turn their lives around'*

#### **OFFENDER EMPLOYMENT:**

Last year the Government published a new Education and Employment strategy that set out measures to boost prisoners' skills while in custody and improve their chances of securing work on release. Education and training, work in custody, and the availability of employment opportunities in the community are the key focus. Prison governors are being given the power to commission tailored education and training programmes which provide offenders with the skills that employers are looking for and meet local need. The strategy sets out how prison leavers will be helped to find jobs and a new body, the New Futures Network, has been founded to also work with employers to generate job opportunities.

#### **PILOT PROPOSAL: THE 'ASK' OF THE LIVERY COMPANIES**

There is currently momentum and a positive appetite for change further buoyed by the potential new approach from the Government. It is proposed that the Pan Livery Group Project needs to stand out, be seen as genuinely innovative and evidence based and by adding accommodation, it achieves this. The advantage of building on the experience of the existing Sheriffs and Recorder/Bounce Back model gives security in the knowledge that the approach works. It also has the potential to provide an excellent example for the media, in the medium term, about the power of the united Livery.

**Livery Companies in partnership with employers in construction, building and facilities are asked to fund a 12 month Pilot, facilitated by Bounce Back to test the model with a proof of concept that can then be scaled.** The focus will be on men and women released from 5 prisons in and around London.

## The Programme

The Pan Livery Offender Employment Initiative (NGB) includes a tailored offer for each individual from prison to release and beyond:

- a. A 'through the gate' progression programme with training provided in prison or the community post release where required
- b. Intensive support provided by a Caseworker who will have access to a personalised budget to meet their diverse needs
- c. An offer of accommodation where needed to provide the basis for effective rehabilitation.

The actions identified as part of the plan to help an ex-offender find employment will be embedded into their Resettlement Plan, taking a co-ordinated approach to providing ongoing support. The Pilot will see Bounce Back's Caseworkers working closely with prison staff and with the NPS/CRC to engage and support the Pan Livery's group of employers.

### TARGETED OUTCOMES

- 360 initial assessment
- 300 engage with caseworkers
- 240 receive bespoke training to be developed in conjunction with employers
- 80 get a job offer
- 40 sustain work for at least 3 months
- Accommodation for those who would have been released with 'no fixed address' (NFA) and employer satisfaction

### SCALING THE MODEL

The scope of the 12 month Pilot is deliberately limited to enable Russell Webster working with Bounce Back and the NGB team to demonstrate proof of concept. The ambition is to then scale the model subject to the success of the programme and the appetite of the Pan Livery. This would enable the following:

- Increasing the focus to include women as well as men
- Including participants subject to Community Sentences as well as for those given Prison sentences

- Extending the geographical reach taking a targeted approach, based on the needs of employers
- Further development of appropriate accommodation options to enable ex-offenders to sustain their employment
- Rolling out into different Sectors including hospitality, IT, and others

## EVALUATION

The evaluation will provide a complete impact analysis of the model that will demonstrate that it enabled ex-offenders to sustain their employment. It will also demonstrate the impact of having suitable accommodation for those who would have been released with no homes. In addition it will clearly demonstrate the assistance needed for employers. As the evaluation is on-going it will also provide an opportunity to change or adapt the model to meet any emerging demands during the duration of the project. The proposed evaluation includes a qualitative review of the experience of those involved and an analysis of the key statistical information and outcomes, including savings achieved.

## GOVERNANCE

Implementing a Pilot requires effective governance to provide the oversight and support needed to enable it to be effective. It is not 'business as usual', it needs a Steering Group that will involve the time of senior people to reflect on and affirm progress, but also to unblock any barriers that emerge, both anticipated and unexpected. The makeup of the Group will be discussed at the meeting, and we envisage it will be the key protagonists mentioned earlier in this document as well as others and will include Lawsons to provide an employer perspective. We would suggest that the group meets initially every other month, with the secretariat provided by Bounce Back's Co-ordinator (to be appointed for the Pilot) and with reports being produced for the Pan Livery Group to draw on their experience and maintain a high profile for the project as part of the communications plan.

## BUDGET

|  |   | FTE                | Unit Cost | Total Cost      |
|--|---|--------------------|-----------|-----------------|
| Project specific Staff                   | Project Manager   | 1                  | £58,400   | £58,400         |
|  | Case Managers/Housing Support Manager   | 2.5                | £30,134   | £75,335         |
|  | Bespoke Employer based training   | 1                  | £38,334   | £59,000         |
|  | Evaluation (Russell Webster)  | 41                 | £450      | £18,450         |
| Participant Support Budget and 'Bursary' | Support, clothing + Travel allowance for interviews, subsistence for volunteers and Accommodation Rent Deposit Scheme (repayable) on a case by case basis | Case by case basis |           | £19,000         |
| Organisational Overheads                 | To include all staffing and management costs  |                    |           | £88,932         |
| <b>Total</b>                             |   |                    |           | <b>£319,117</b> |
|  | Cost per sustainable job  |                    |           | <b>£7,977</b>   |

## APPENDICES

### APPENDIX 1: THE PARTNERS

#### **A. BOUNCE BACK**

Bounce Back is a charity started in 2011 which provides training in prisons as well as further training in the community. It is also a Decorating Social Enterprise and as such is an employer, employing up to 30 people at any one time from prison as well as supporting individuals into jobs with employer partners. Bounce Back's Caseworkers are fundamental to the work they do as they support individuals through the gate and into jobs as well as working with the employers to ensure a positive transition. The charity works closely in partnership with Companies in different sectors where there are dramatic skills shortages primarily its heartland of Construction but also associated skills areas as well as hospitality and others.

Its flagship programme, funded by The Sheriffs' and Records Fund is Out for Good. The most recent iteration in HMP Isis saw 85 engaged of which 40 job offers were made to people still in custody of which 26 were taken up on release and these individuals are still being supported by the case management team 6 months later. 100% of employers involved said this was a programme they wish to continue with. They would be the conduit for the Pan Livery Offender Employment Initiative.

#### **B. HOUSING ASSOCIATIONS AND HOUSING GROUPS**

Discussions have begun with a number of housing organisations who have all indicated their desire to be involved in this project and work with the team to provide accommodation for people who are homeless but have got employment on leaving prison. The pilot is addressing the issues of rental deposits and has made an allowance in the budget to support those that cannot pay the deposit. Housing organisations have been approached in a broad geographical spread so that this will help to accommodate individuals from different areas in London.

#### **C. RUSSELL WEBSTER EVALUATION**

Russell Webster has over 25 years' as a researcher in the criminal justice and substance misuse sectors. He has undertaken well over 100 service evaluations many of which have been focused on pilot initiatives at a local or

national level. He has an up-to-date knowledge of the issues and data relating to offender employment gained from running his award-winning blog which keeps readers up-to-date on the latest developments in the drugs and crime sector (see: <http://www.russellwebster.com/?s=offender+employment>) for more information. He also has experience of evaluating a number of offender employment interventions including six for Red Kite Learning as well as evaluating a number of initiatives seeking to engage individuals from disadvantaged backgrounds into training and employment in the creative sector for the national skills agency for the arts, Creative Skillset. He has also evaluated a number of offender accommodation projects for different probation trusts and Croydon Enterprise. Russell has published research for government departments, national and international research journals including a Home Office study on prison employment interventions

## APPENDIX 2: THE NGB PILOT MODEL

Engagement will be end to end from prison into employment and including accommodation where needed. The focus will be jobs in construction, building, cleaning and facilities to include all property related skills sectors. It is proposed that a minimum of 10 employers will be engaged of which Lawsons Builders Merchants is the first one to offer support for the Pilot.

### **PARTICIPANT CRITERIA**

Male and female prisoners within 6 months of release and with selected criteria specific to each. Working within 5 London prisons.

### **STAFFING**

3 specific NGB roles will be recruited for:

- a) Project Manager whose role will include performance management
- b) 2.5 case managers to work alongside and draw upon the expertise of the current BB staff, including their Resettlement Manager.
- c) Training and employability skills tutor

### **PRISONS**

To include HMP's Isis, Feltham, Pentonville, Wandsworth and Brixton and potentially Downview in order to engage women.

### **CASEWORKER SUPPORT**

A personalised plan will be in place whether the participant is on ROTL or just released on licence, including an accommodation offer where needed. All participants will have an offer of support from the NGB Caseworkers and their role will include

- undertaking an assessment with each offender in prison that identifies skills, strengths and interests and what training is required
- producing a personalised Plan for each individual



- working alongside the National Probation Service/Community Rehabilitation Company' Resettlement Plan and focus on support that enables rehabilitation, including a suitable place to live
- enabling access to Bounce Back's training provision both in prisons and the community, and other provision, such as that provided by other charities and workshops, where needed, tailored to the ambitions of each offender and matched to the needs of employers
- connecting offenders with employers before and following release
- ongoing work with employers to enable participants to settle in work
- providing ongoing support for the participants including
  - obtaining photo ID/bank accounts/UTR numbers and other necessary first steps to release
  - self-employment training and support including money management input on end of year tax etc both done by Bounce Back and partners like the Money Charity and Rift tax advisers
  - developing employment skills with pre-employment sessions
  - CV writing and disclosure letters
  - introduction to Construction where appropriate
  - personal development and presentation

There will also be a contingency budget or 'Bursary' fund that will be used creatively to meet the diverse needs of those individuals who require additional support to succeed on release.

### **BESPOKE TRAINING OFFER**

Where training is available within the prison, it will be sourced to match the need of the relevant employers. If the prison is one where Bounce Back operates, then they can ensure the selected participants experience Bounce Back training. Alternatively other training within the prison will be sourced that is relevant to the skills needed. There will be a strong focus on preparation for work and developing the mind-set needed, this will where necessary be done by team support workers or partner mentoring organisations subject to need of the individuals. Bounce Back's current training facilities in prison are focussed on Construction skills and result in a wide variety of qualifications. These include Painting and Decorating, Dry Lining, Aerial Window cleaning and Scaffolding as well as employability and 'World of Work' sessions plus CSCS cards, however it is recognised that aptitude and customer service skills are equally, if not more valid, in some cases and these will be addressed.

A fundamental part of the Bounce Back model is to be able to train and support not only in prison, but also in the community so that they can reach those who have already left prison and need training and support. In the community centre in Victoria there are a number of bespoke courses that include cleaning and interior design, many of which are in partnership with other organisations and which are tailored to employer needs. Through Bounce Back's close working relationships with Westminster and the Greater London Authority it is working to meet the aims of the Mayors Economic Development Strategy through its work with disadvantaged groups, as well as work with the Metropolitan Police on the Divert Project.

### **EMPLOYERS**

Employer vacancies will be driven by the needs of the individual members of the Livery Companies that are involved and matched to the skills and locality of each ex-offender. Those involved will include construction, building and facilities services. This wide variety of professions will include industrial cleaning, groundwork, builders merchants, labourers and all construction skills: brickwork/plastering/dry lining/decorating, scaffolding, aerial window cleaning and HGV drivers, and the Pilot will include exploring varying skills levels where appropriate e.g. for admin or other jobs in the sectors they are supporting. Examples of employers currently working with Bounce Back include Wates, Axis, Landsec, Rentokil and many others.

In the prisons the NGB team will invite up to 70 prisoners to attend an event or a number of events with employers and the Pilot casework team. Employers are invited to come in more than once to engage with the potential employees that express an interest and work with them on CV's and other employability skills

## Support for Employers

- Caseworker engagement in identifying suitable people with skills and experience that match vacancies
- Ongoing liaison and support until the individuals are settled, noting that the first six months usually require the most intensive support
- Providing an ongoing point of contact on all issues
- Reports that set out progress both in relation to individuals and the Pilot

## ACCOMMODATION

The pilot will test the impact of helping people leaving prison access accommodation when they have nowhere to live and have got a job upon release. This will be a unique and ground-breaking element of the Pilot. The Livery Steering Group have been working with a number of housing organisations who are making units available for this Pilot. The budget includes funding deposits that mean the individuals can get the property and pay their monthly rent, repaying the deposit over an agreed period of time

# APPENDIX 3: STEERING GROUP DRAFT TERMS OF REFERENCE

## Principles

The Group will be governed by the following principles:

- The project will enable effective outcomes to be achieved that are focused upon offenders finding and sustaining employment and with livery companies supporting and funding the approach including to fill sector vacancies
- The views and experiences of offenders and employers will be central to the model and evaluation of the project.

## Purpose

To provide leadership for the delivery of the 'Offenders into Employment' pilot project and informing decisions regarding scaling the approach. This will be achieved by:

- Overseeing and enabling delivery of the pilot to timescale
- Providing information, advice and guidance to inform the implementation of the model and delivery of the project.
- Ensuring sufficient resources are identified and put in place to deliver the project
- Oversight of a Communications Plan and including being the conduit to information sharing for the Livery Companies and other key stakeholders
- Enabling and supporting the evaluation process and responding to feedback to ensure that the best possible opportunities for an effective evaluation takes place
- Noting any emerging risks to the project and ensuring sufficient mitigation is put in place to manage these

- Oversight of the financial spending of the project {The Mercers Company will manage the financing of the project providing Bounce Back with the funding to deliver the Pilot}
- Exploring and facilitating options for scaling the project, subject to successful outcomes

## Outcomes

As a consequence of delivery of the above, the Group will enable achievement of the identified outcomes:

## Membership

Johnny Robertson (Chair). Project Manager, Bounce Back (Secretariat). Fran Findlater, CEO. Bounce Back Foundation. Lady Brewer. Steve Turner. Simon Lawson/Luci Jones (Employer perspective). Barrie Torbett. Frances Flaxington (Innovation Coach). *Other Livery Companies representatives*

## Frequency of Meetings

From inception, the group will meet initially on a monthly basis or sooner should the need for an earlier meeting arise. The frequency of the meetings will be reviewed after 4 months. The Pan Livery Group will review the progress of the Pilot and provide support. Reports will be produced by Bounce Back for each meeting.