

Nottingham City Council Delegated Decision



Nottingham
City Council

Reference Number:

3781

Author:

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Department:

Children and Adults

Contact:

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(Job Title: Business Change Manager, Email: jessica.janes@nottinghamcity.gov.uk, Phone: 01158764367)

Subject:

Nottingham Skill Mill

Total Value:

Maximum of £200,000 over 4 years (Type: Revenue)

Decision Being Taken:

- 1) £200,000 (excluding VAT) is provided over 4 years (maximum of £75,000 in any one year) to pay the Local Authority contribution for successful outcomes in relation to the Skill Mill
- 2) Creation of a post of Skill Mill Supervisor to oversee the programme of engagement with the labour market of 8 young ex-offenders per year for 4 years. The supervisor will be seconded to the Skill Mill and their costs will be reimbursed to the Local Authority by the Skill Mill up to a maximum of £50,000 per year (non executive decision under Delegation Number 16)
- 3) To approve dispensation from contract procedure Rule 5.1.2 in accordance with Financial Regulation (3.29) to enter into a contract with Skill Mill SIB project vehicle (SPV) for the delivery of services by Skill Mill and the payment by the local authority for successful outcomes to a maximum of £200,000 over a 4 year period and to delegate authority to the Director of Children's Services to sign the contract.

Reasons for the Decision(s) Nottingham City is committed to providing opportunities for employment for all young people including those furthest from the labour market. Research shows that intensive provision is required with those ex-offenders who want to work to enable them to re-integrate successfully into the labour market and Skill Mill is an evaluated social enterprise that enables us to provide those opportunities. Skill Mill have secured funding from Life Chances Fund to a value of £1.6million which significantly reduced the financial commitment required from the LA in order to be able to provide these opportunities for this cohort of young people.

A key part of the programme is the symbiotic relationship between Skill Mill and the YJS through the secondment of the Skill Mill Co-ordinator role. This role is central to the success of the programme through the close relationship they have with the Local Authority as an employee.

Skill Mill have a proven track record in reducing re-offending rates. Research indicates that only 6% of participants in the Skill Mill re-offend within one year compared with 40% of all young offenders. Early evaluation in 2016 calculates the social return on investment is approximately 12:1.

Further, Skill Mill holds the Investor in Children Award and has won several national awards from the youth justice and environmental management sectors indicating their success in these sectors.

Through working with the Skill Mill and other local authorities we will be able to maximise the development of the programme and ensure we are delivering best practice and using funds in the most effective way, achieving economies of scale that we would otherwise not be able to achieve using the funds we are requesting.

Briefing notes documents: The Skill Mill SIB_LA Outcomes proposal v2.docx, Briefing for implementation of Skill Mill in Nottingham City v4.docx

Other Options Considered: We have previously considered other options but getting employment opportunities for young offenders is very challenging. Existing provision and pathways to employment within Nottingham City were not sufficiently bespoke to provide the type and level of support needed for the top 10% of offenders. The Skill Mill will be offered only to those identified as Priority and Prolific who establish no alternative suitable mainstream offer. There is no other similar programme available as the Skill Mill is unique in the set up and way the programme is run, limiting the risk to the local authority but providing excellent outcomes for these young people.

We considered doing nothing to support this cohort of young people but this was not an acceptable choice.

Background Papers: None

Published Works: None

Affected Wards: Citywide

Colleague / Councillor Interests: None

Any Information Exempt from publication: Yes

Dispensation from Financial Regulations: Yes

Exempt Information:

Description of what is exempt: Legal advice

An appendix (or appendices) to this decision is exempt from publication under the following paragraph(s) of Schedule 12A of the Local Government Act 1972

5 - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. The public interest in maintaining the exemption outweighs the public interest in disclosing the information because the information sets out the legal risks inherent in the course of action proposed here, which the decision maker is arguably entitled to consider without the Council's position being affected by consideration of those risks.

Documents exempt from publication: Skill Mill Legal Advice for DDM.docx

Consultations:
Date: 11/06/2018
Other City Council Bodies: YOT board
Agreement from Board obtained

Those not consulted are not directly affected by the decision.

Crime and Disorder Implications:

The skillmill helps young people develop work ethics that support them to gain employment. It will support our drive to reduce reoffending and custody outcomes. We will target persistent offenders and use the programme to support them to gain employment skills to support transition into the labour market. The Skillmill will support our Bail/remand & Intensive Supervision offer to the judiciary. Young people will take part in time-limited placements, during which follow-on employment opportunities will be sought to improve the chances of employment. The programme will encourage young people to see themselves as a part of their community. This is a unique approach to the rehabilitation & empowerment of offenders. The fiscal cost to the LA managing young people who offend is high. The MoJ confirmed in May 2018 that the average annual cost at 2016/17 prices of managing a young person on remand was: YOI £76,000, STC £160,000, SCH £210,000. For Nottingham the 2018/19 cost to manage remands was c, £900.000. The National Audit Office (2011) estimated the costs of youth offending to the police, IOM teams etc., for the most costly 10% of youth offenders, was £105,000 per year.

Equality:

Please login to the system to view the EIA document: EIA - Skill Mill coordinator.docx

Relates to staffing:

Yes

Decision Type:

Portfolio Holder

Subject to Call In:

Yes

Call In Expiry date:

04/02/2020

Advice Sought:

Legal, Finance, Procurement, Human Resources, Equality and Diversity

Legal Advice:

This advice is exempt from publication and is contained within an exempt appendix

Finance Advice:

Advice provided by Christine Clarke (Strategic Finance Business Partner)

Advice documents: Financial Observations Skill Mill.docx

Procurement Advice:

The proposed funding of a Skill Mill project in the City will secure intensive training and employment support for an identified cohort of ex-offenders to support re-integration into the labour market. Skill Mill is an evaluated social enterprise with the unique expertise to deliver this initiative and has secured Big Lottery (Life Chances Fund) funding for this programme, along with engagement with a number of other participating authorities. Therefore it would not be feasible and cost effective for the Council to procure this provision through another route. The legal considerations relating to the proposed contract award are contained in the exempt legal advice.

Advice provided by Jo Pettifor (Procurement Team Manager) on 12/12/2019.

HR Advice:

Management will need to ensure that recruitment is conducted through the appropriate processes, including redeployment consideration. Management should be aware that the selected postholder should commence on a starting salary of Level One within the respective grade, unless the appointed colleague is already in employment at the Council and on Level 2 of the same grade, in which case the employee would be matched over at the rate of pay they currently receive. There will need to be a support and development plan for the new postholder once appointed in line with managing performance. As the post is temporary, an appropriate exit strategy must be in place in order to terminate the contract in line with NCC guidance in the event that the post cannot be made permanent at the end of the fixed term period. Management will need to ensure appropriate timelines are in place to notify the affected employee and give appropriate notice. Advice provided by Aadil Bhatti (HR Consultant) on 01/08/2019.

Equality and Diversity Advice:

Advice has been provided on the EIA for recruitment of the coordinator post. Advice provided by Sally Edwards (Equality Diversity & Inclusion Lead) on 21/11/2019.

Signatures

Cheryl Barnard (Portfolio Holder- Children and Young People)
SIGNED and Dated: 28/01/2020
Catherine Underwood (Corporate Director for People)
SIGNED and Dated: 22/01/2020
Laura Pattman (Strategic Director of Finance) - Dispensation from Financial Regulations
SIGNED and Dated: 08/01/2020
Chief Finance Officer's Comments:

Equality Impact Assessment Form- Skill Mill Coordinator Role

[screeptip-sectionA](#)

1. Document Control

1. Control Details

Title:	Skill Mill Coordinator role
Author (assigned to Pentana):	Gurmit Kaur
Director:	Helen Blackman
Department:	Children and Adults
Service Area:	Youth Justice Service
Contact details:	Gurmit.kaur@nottinghamcity.gov.uk
Strategic Budget EIA: Y/N	N
Exempt from publication Y/N	N

2. Document Amendment Record

Version	Author	Date	Approved
1	Gurmit Kaur	8/11/19	

3. Contributors/Reviewers

Name	Position	Date
Ashley Shand/Sally Edwards	Equality, Diversity and Inclusion Lead	20/11/19

4. Glossary of Terms

Term	Description

[screentip-sectionB](#)

2. Assessment

1. Brief description of proposal / policy / service being assessed

A new post created to support the development of a sustainable social enterprise to give disadvantaged young people the opportunity to build relationships and establish work ethics whilst being supported to overcome barriers that can result in them failing to obtain or sustain opportunities that lead to training and employment.

The post holder will be responsible for managing and working alongside young people as they undertake assigned tasks. Drive and direct the delivery of the Skill Mill service, including the work programme and activities that the Skill Mill trainees will be undertaking.

THE KEY ESSENTIAL REQUIREMENTS FOR THIS ROLE ARE:

- Experience of motivating and developing young people to achieve continual improvement in engagement and performance.
- Experience of implementing best practice in the supervision of young people and successfully dealing with poor engagement with services whilst managing the delivery of high quality services to children and families with high and complex levels of need.
- Ability to communicate and negotiate with colleagues and partners to achieve successful outcomes.
- Experience of handling conflict and managing sensitive issues to achieve positive outcomes.
- Experience of relevant Child Care and Youth Justice Legislation and of Safeguarding processes and policies.
- Must have a clean UK full driving licence, as you will be transporting young people between various sites.

[screeintip-sectionC](#)

2. Information used to analyse the effects on equality:

I have consulted with other LA regarding their set up and no-one had any issues regarding any equality issues when appointing the coordinator post.

3. Impacts and Actions:

<u>screeintip-sectionD</u>	Could particularly benefit X	May adversely impact X
People from different ethnic groups.	<input type="checkbox"/>	<input type="checkbox"/>
Men	<input type="checkbox"/>	<input type="checkbox"/>
Women	<input type="checkbox"/>	<input type="checkbox"/>
Trans	<input type="checkbox"/>	<input type="checkbox"/>
Disabled people or carers.	<input type="checkbox"/>	x <input type="checkbox"/>
Pregnancy/ Maternity	<input type="checkbox"/>	x <input type="checkbox"/>
People of different faiths/ beliefs and those with none.	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, gay or bisexual people.	<input type="checkbox"/>	<input type="checkbox"/>
Older	<input type="checkbox"/>	<input type="checkbox"/>
Younger	<input type="checkbox"/>	<input type="checkbox"/>
Other (e.g. marriage/ civil partnership, looked after children, cohesion/ good relations, vulnerable children/ adults).	x <input type="checkbox"/>	<input type="checkbox"/>

<p><i>Please underline the group(s) /issue more adversely affected or which benefits.</i></p>	
<p><u>screeintip-sectionE</u></p>	<p><u>screeintip-sectionF</u></p>
<p>How different groups could be affected (Summary of impacts)</p>	<p>Details of actions to reduce negative or increase positive impact (or why action isn't possible)</p>
<p>Provide details for impacts / benefits on people in different protected groups.</p> <p>Note: the level of detail should be proportionate to the potential impact of the proposal / policy / service. Continue on separate sheet if needed (click and type to delete this note)</p> <p>The role can be suitable for a person with disability but may adversely impact on those who have a severe physical disability/late stages of pregnancy as the role may require use of carrying equipment and manual work which is needed to support and encourage the young people to deliver their working activity.</p>	<p>1 Actions will need to be uploaded on Pentana.</p> <p>Continue on separate sheet if needed (click and type to delete this note)</p> <p>To mitigate the impact on with a physical disability/pregnancy, there are reasonable adjustments that could be put in place such as the provision of a trolley to carry heavy equipment, requesting / making available the support of other members of staff. Manual handling training will also be provided.</p> <p>Again, whilst there are certain physical requirements of the role, which has been designed so that the role holder supports individuals with the tasks, such as cleaning out allotments, cutting hedges/trees, putting up fencing, demolishing sheds/buildings. This does not automatically preclude someone with a disability from being appointed but there will be a need to determine what reasonable adjustments can be</p>

<p>Requirement to drive may adversely affect someone with a disability.</p> <p>The post will particularly benefit the vulnerable and at risk young people in the youth justice system.</p> <p>Engage with another LA to determine their approach</p>	<p>put in place to support this that meets our legislative duties under the Equality Act 2010. This could include accessing Access to Work support to provide a support worker and other adjustments.</p> <p>A vehicle will be provided to convey the young people and necessary equipment to their work place.</p> <p>To mitigate those with disabilities, for example epilepsy, we would consider whether it would be reasonable to waive the requirement for a driving licence, and seek to transfer driving duties to another employer or use of taxi service (again as a reasonable adjustment and using Access to Work funding).</p> <p>The young people referred to the service will be open to all sections of the diverse communities that are in the criminal justice system in the Nottingham City Council area. In particular, those at high risk of re-offending, are struggling in the formal education system, and would benefit on a hands-on practical work environment whereby they are building their skills for employment.</p> <p>In terms of demography of service users, there is an almost an equal divide White to BAME young people, prime age group is 14 to 17 years old, with significant numbers from families with limited resources who have to budget to make ends meet.</p> <p>I have engaged with Durham Youth Justice Service which has been running Skill Mill since 2017. Their coordinator has been active in driving the young people and equipment to and from the various work places, as well as being involved in the</p>
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	<p>manual work that has been carried out. It is a role, at Durham, that the coordinator needs to be physically fit to perform. Feedback from the LA meeting today 20.11.19 that their coordinators will/get involved with the work conducted by the young people and all will be required to drive though we have addressed the driving aspect as above.</p>
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4. Outcome(s) of equality impact assessment:

<input checked="" type="checkbox"/>	No major change needed	<input type="checkbox"/>	Adjust the policy/proposal
<input type="checkbox"/>	Adverse impact but continue	<input type="checkbox"/>	Stop and remove the policy/proposal

5. Arrangements for future monitoring of equality impact of this proposal / policy / service:

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6. Approved by (manager signature) and Date sent to equality team for publishing:

<p>Approving Manager: The assessment must be approved by the manager responsible for the service/proposal. Include a contact tel & email to allow citizen/stakeholder feedback on proposals.</p>	<p>Date sent for scrutiny: Send document or Link to: equalityanddiversityteam@nottinghamcity.gov.uk</p>
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SRO Approval:
Gurmit Kaur
Gurmit.kaur@nottinghamcity.gov.uk
Tel no 0115 9159400

Date of final approval: 20/11/19

Before you send your EIA to the Equality and Community Relations Team for scrutiny, have you:

1. Read the guidance and good practice EIA's
<http://intranet.nottinghamcity.gov.uk/media/1924/simple-guide-to-eia.doc>
2. Clearly summarised your proposal/ policy/ service to be assessed.
3. Hyperlinked to the appropriate documents.
4. Written in clear user-friendly language, free from all jargon (spelling out acronyms).
5. Included appropriate data.
6. Consulted the relevant groups or citizens or stated clearly, when this is going to happen.
7. Clearly cross-referenced your impacts with SMART actions.

Financial Observations

The Skill Mill programme aims to support employment and training opportunities for ex-offenders and reduce the risk of re-offending. This has proved successful in other areas of the Country, and therefore through the Life Chances Fund, further programmes are being offered across a number of Cities.

The expected duration of the programme is four years, and will include x2 cohorts per year. Each cohort consists of x4 young people.

The agreement includes funding of a Skills Mill Supervisor that will be seconded to the organisation.

Payment is based on outcomes, although this is capped at £0.200m for NCC over the lifetime of the programme.

The expected outcome payments in 2019/20 is £0.010m, assuming a commencement date of October 2020, rising to £0.050m in 2020/21 to 2022/23 is £0.050m. The final year (2023/24) is £0.040m.

The associated costs in 2019/20 will be funded through grant maximisation. Future years will be met from the savings generated as a result of reducing the risk of young people re-offending. The financial analysis assumes a net saving of £0.062m based on the lowest offender placement cost available and includes a 25% failure rate (1 in 4).

Christine Green

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