

Ref Code	Organisation Name
2021-10-YO09	CatZero Ltd
Visit Date	Visited By
17 th January 2022	Victoria Southwell (Zoom call)
Overall aim of the funding	
To work with 20 young people with criminal convictions through an intensive 16-week programme to move them away from reoffending behaviour and into long term employment.	
Background to Organisation and governance	
<p>CatZero (CZ) is a Registered Charity that was set up in 2008. CZ employs 21 members of staff, five additional self-employed staff and has 22 active volunteers. A board of four Trustees support the staff team and two further Trustees are about to be recruited. The Trustees meet as a minimum five times a year and bring a strong mix of significant business expertise, strategic development knowledge, financial skills and local knowledge.</p> <p>Additionally, five sub-committees meet 4 times a year; Audit, Remuneration, Management, Strategic Development and Health and Safety. These have named Trustees and staff linked to them and the business discussed at them is fed back to at full Trustee meetings for approval.</p> <p>A detailed Strategic Plan is in place for 2020-25 setting out clear strategic goals for growth and ongoing sustainability. The impact of the Covid-19 pandemic has affected some of the timelines though and progress to increase the number of areas worked in from two to four has been delayed. Work planned for Scunthorpe in 2021 is still at the partnership building phase and development into Goole in 2022 will not happen imminently, although CatZero is part of ongoing discussion linked to service development in the area. Strategy though is a key part of the management of CZ and the Strategic Development sub-committee review strategic priorities regularly.</p>	
Leadership and expertise	
<p>On the call I spoke with Dave Bertholini (CEO) and Jim Dick OBE (Trustee and Chair). Dave and Jim are also two of the three founders of CatZero.</p> <p>Dave has led CZ since 2008, growing it from an idea to a well-respected organisation. He has a commercial background but spent many years working for the Local Authority leading their work on Sport and Development. He was also the Children and Young People's Unit Lead for Integration of Health and Social Care in Hull. He has extensive knowledge of the local area and deep expertise in working with hard to reach communities. He describes himself as an open and collaborative leader who prides himself on being accessible to all staff. He is unafraid to try out new ways of doing things and ensures that he regularly works in front line roles to understand the challenges that staff face.</p> <p>Jim was a senior Executive at a global company before retiring in his mid 50's. He then used his free time to benefit communities in Hull that were struggling. He has formed two local charities in that time (CZ being one of them) and sits on various local boards and committees. The genesis of CatZero came from him and he spent the early years</p>	

of the organisation's development fulfilling a role more similar to an Executive Chair. His strong business background ensured that he laid the groundwork for strong processes in terms of financial management, governance and forward strategy right from the beginning. He is an extremely engaged and appropriately active Trustee.

Aims and Activities

CatZero is a Humber based organisation committed to making lasting positive and personal change in the lives of children, young people, families and adults. They aim to empower young people to lead and influence the process that leads to their own positive life change by addressing the underlying issues created by lost early development, poor parenting, the impact of adverse childhood experiences and school non-attendance. They address barriers to economic activity and employment potential by supporting the reduction of drug and alcohol use, wider community participation and promoting healthier lifestyles and improved physical/mental wellbeing.

The main activities undertaken are; 1) Full Families which works with families to promote crisis resolution, nurture stability and foster personal confidence and resilience to prevent and reduce statutory interventions; 2) an adult and lone parents programme that supports access to work, education or training; 3) a veterans project that supports access to employment and retraining for those who have left the armed forces; and 4) support for young people using a high challenge/high support model that tackles negativity and promotes active community involvement.

Over the course of the year CZ works with around 220 beneficiaries with an average of 60% moving on to sustainable employment, education or training.

Safeguarding

CatZero has a comprehensive approach to safeguarding. All staff receive three-day Local Authority training which they redo every three years. In-between there is a one-day refresher course they also have to do. The CEO holds overall responsibility for Safeguarding and is named on the policy. There are clear processes in place to report any concerns and a number have been flagged over the past 12 months – all linked to external concerns rather than concerns about staff conduct. Staff regularly attend safeguarding panels alongside Local Authority staff and there are clear and strong links with relevant agencies.

Finances

Audited accounts for the year ending 31st December 2020 show income of £714,334 against expenditure of £688,024 resulting in a surplus of £26,310 for the year.

The balance sheet shows net current assets of £165,097 and a reserve figure of £200,107 all of which is unrestricted. The reserves policy states that 4 months costs should be available and reserves levels currently sit under this. However, CZ owns a significant fixed asset in the yacht they use for activities and this has recently been valued at over £500,000. This provides security going forward should they ever need to take out a loan against this.

Budgets and funding predictions for the two-year period of the grant remain stable and in line with current expenditure with the addition of this grant. CZ's main funding comes via donations and legacies with main funders being Big Lottery Reaching Communities, The Hawerby Family Trust, CLLD EISF Funding Hull and Scunthorpe and Fishmongers Company. Trading activity accounts for around £130,000 annually through undertaking commercial activities on the yacht. There are also a number of private sponsors who provide annual support.

Good financial systems are in place. Day to day management is undertaken by the Business Admin Manager. Management Accounts are produced monthly and reviewed by the Treasurer and the Audit Sub Committee. The Treasurer produces and presents a finance report for each of the full Trustee Meetings.

Current Situation and need

CatZero regularly analyses the needs of young people who they have supported on their programmes. These young people have grown up living in deprived communities across the Humber region and most have histories of offending. They also have significant underlying barriers to employment that cannot be overcome without personalised support and have been unable to engage with mainstream provision because these issues have never been appropriately addressed. Successive indices of multiple deprivation tell a story of entrenched social and economic decline in key Humber communities. Hull is one of five local authority districts with the largest proportion (45.2%) of highly deprived neighbourhoods in England.

Ministry of Justice statistics in 2019/20 state that 38.5% of children and young people reoffend within 12 months of release with reoffenders committing just over 37,300 reoffences – an average of 3.95 per reoffender. In 2020 CZ undertook research in relation to crime and youth offending among participants. Some of the issues that made the young people vulnerable to criminal exploitation included school exclusion, involvement with social services/the care system, drug use, mental health issues and homelessness. Many had been subjected to multiple Adverse Childhood Experiences that were at the root of their underlying barriers to personal development, manifesting in unfinished schooling, economic inactivity, poor physical and mental health and involvement in crime and active offending.

This highlights the significant issues that CatZero need to support to ensure that a young person is able to successfully move into paid employment. Alongside this the need to disclose a criminal conviction is known to be a major barrier in an ex-offender finding work, making this outcome even more difficult.

To address this CZ plans to recruit 20 young people over two years through referrals from Job Centre Plus, Police and Probation services who they have strong ongoing relationships with. Participants complete a detailed multi-needs assessment designed to identify issues and barriers that prevent the young person from becoming economically active or gaining employment. One to one support enables participants to address personal issues, with CZ staff coordinating inputs from other key services. Staff will also develop links to community activities that create sustainable positive influences for the young person as well as acting as a diversion from negative influences. Alongside this work is done with the young person to help them become work ready at which point direct recruitment with a wide variety of local employers who already work with CZ will be facilitated. This is then followed with in work support to help both the young person and the employer to make the job opportunity a success.

CZ will aim to find long term employment for a minimum of 6 young people annually.

Expected Key Achievements in Year 1

EKA 1

10 young people will develop greater confidence and address the sense their future is 'set in stone'.

EKA 2

Six participants will enter employment.

EKA 3

Three participants will achieve an education or training outcome.

Request and Budget

CZ is requesting **£60,000** over 2 years to cover the costs of working with 20 young people.

£30,000 in year 1 - £21,180 (direct staff costs), £3,020 (business support) and £5,800 (activities).

£30,000 in year 2 - £21,180 (direct staff costs), £3,020 (business support) and £5,800 (activities).

Conclusion

CatZero is an incredibly effective and knowledgeable organisation. I was impressed by both the history of the organisation and the work they do with disadvantaged local people, the majority of whom are young people. Even via a Zoom link there was no hiding the passion, dedication and absolute belief held by Dave and Jim about the importance of the work that they do. This proposal will work with young people from extremely disadvantaged backgrounds who have experienced a life time of inequality. Once linked to the criminal justice system their already limited options are further reduced meaning that a lifetime of crime is a regular outcome for many from this group. The work that CatZero does is a lifeline for them both in terms of helping them to secure employment, that is likely to be a huge factor in changing their offending behaviour, but also in building and developing a set of life skills that will help them navigate their way through future difficulties and challenges.

The 16-week intensive programme holistically covers all of the areas that are vital for a young person to develop to move forward with their life. These skills are slowly built over the intervention through 1-2-1 support from the delivery staff. Employment advice and the acquisition of both hard and soft skills that will benefit their future employment prospects and their ability to succeed in a job are a key part of this. The rest of the CatZero team who will play a role in this development are also vital parts of the ingredients of success.

The residential on the CatZero yacht is an important element of the programme and provides an opportunity for young people to be taken totally out of their environment and forced to both use and further develop the skills they have learnt during the course. This is far more than a sailing jolly but a structured sport for development style part of the intervention that pulls together all of the elements of the programme. The team who undertake this element of the programme are highly skilled at working with groups of young people with difficult pasts and at times challenging behaviour.

Due to strong and growing links with employers locally CZ is able to identify viable employment opportunities with employers who understand the issues that the young people on the programme are facing. The post-employment support CZ offers for both employee and employer is a crucial element of the successful outcomes they see – CZ only identifies an employment outcome after a young person has been in a job for 3 months and they currently see 70-75% of young people reaching this milestone.

CZ also has strong links with probation services as well as social care teams, youth offending teams and the Police so really good referral routes are in place. We discussed how many young women are likely to be worked with and CZ felt confident that aiming for 50% of participants being female would be achievable.

Initially I was a little unconvinced about the way that the request was structured as it felt as though the grant was being used to cover elements of multiple salaries. However, on discussion it became clear that this budgeting is essentially using a full cost recovery model. Each young person represents a £3,500 cost to CZ and this is

spread across a number of workers who focus on different parts of the young person's journey – rather than just one worker. On further analysis this did make sense and I felt confident that all elements being requested were linked to the work being proposed. The full budget exceeds the funding request but this additional amount will be covered by a different private donor. This does mean that beneficiary numbers appear to be quite low but the quality of the intervention and CZ's track record of success does seem to justify this.

This will be a really interesting project to fund, both from the point of view of the sport for development element to the project but also the intensive focused programme leading to an employment outcome. The 6 young people annually who will enter employment feels realistic and CZ is hopeful that the actual number will be higher but due to the challenging nature of the young people they will engage with wanted to remain conservative in their targets. This is an intensive intervention and one I would strongly recommend supporting with a grant.

Recommended Priority Rating

Risk = Low	Difference to organisation = High	Priority = High
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