

| | | |
|---|--------------------------------|--|
| Ref Code | Organisation Name | |
| 2020-05-R021 | Tempus Novo | |
| Visit Date | Visited By | |
| 9 th September 2020 | Victoria Southwell (Zoom call) | |
| Background to Organisation and governance | | |
| <p>Tempus Novo (TN) is a CIO that was incorporated in 2014 and works in Leeds. It is run by the two founders who hold CEO and Managing Director roles and employs seven staff and one volunteer.</p> <p>There is a Board of five Trustees who have a wide range of skills and expertise including being a former magistrate, prison visiting, mental health and addiction, business development and strategic planning. The Board meets six weekly and provides key inputs into the development of the Business Plan and ongoing operational issues. Jonathan Aitkin is the President of TN and not only speaks regularly about the work TN does but also facilitates introductions and invitations to key events and contacts.</p> <p>A Business Plan is in place for 2020-2022 which has set out clear objectives and targets to achieve the revenue and operational growth that is planned. The Business Plan has been updated to reflect any implications that COVID-19 might have on their plans going forward.</p> <p>On the call I spoke with Steve Freer (Founder and CEO), Val Wawrosz (Founder and MD) and George Grant (Chair). Steve and Val are former Prison Officers who established TN after feeling frustrated at the lack of support available for prisoners to find employment on release from prison. They clearly understood that employment contributed to reoffending more than anything else. Steve and Val are deeply involved in all aspects of TN still and their drive and passion for the work they do and the impact they achieve was inspiring. George showed strong knowledge of the work of TN, a good understanding of the application and is clearly an engaged Chair.</p> | | |
| Aims and Activities | | |
| <p>TN aims to help offenders and ex-offenders out of crime and into sustainable employment. TN works with serving and former offenders, employers and others to reduce reoffending through employment. They identify and support those offenders who want to change their lives for the better but lack the experience, skills and confidence to do so without help. They also work directly with employers to provide employment opportunities and continue to support those placed in jobs for up to 12 months, providing mentoring and ongoing encouragement. Additionally TN raises the profile of ex-offenders as hard working and productive employees who can be positive role models.</p> <p>TN works with offenders still in prison to identify those close to release who would be interested in the programme they provide. Referrals are often received by Prison Officers and workers from other projects. Ex-offenders in the community are also referred, often through Probation, Job centre or by self-referral.</p> <p>An initial interview is held after referral (814 ex-offenders were referred in 2019 and 387 interviewed) and support is then given to help the participant identify areas of interest, skills that they have, skills they need to develop and next steps. Alongside this partnerships are developed with local businesses to provide paid employment</p> | | |

opportunities to those selected as being ready to work. Support is provided for up to 12 months after the participant starts their job and is also extended to the business who have employed the ex-offender.

TN works with both men and women but due to the numbers of women leaving prisons the majority of their beneficiaries are male.

In 2019 TN placed 148 ex-offenders in paid employment. Of these 108 were still in their jobs after six months (a retention rate of 73% which has broadly been the same for the past four years) and only six of the 148 had been returned to custody. The original target for 2019 had been 100 placements so exceeding this target was a significant achievement.

27% of those who were referred in 2019 were categorised as prolific offenders. TN does not work with sex offenders or those convicted of offences linked to arson, terrorism or murder. TN has started to do some work measuring the social impact of the outcomes they achieve and are beginning to show the significant savings associated with the costs of lower reoffending rates for the cohort they work with.

Finances

Unaudited accounts for the year ended 28th February 2019 show income of £277,749 against expenditure of £229,149 resulting in a surplus of £48,600 for the year.

The balance sheet shows net current assets of £198,789 with unrestricted funds of £71,733. The Trustees have set a target of ultimately holding six months running costs to be held in reserves to enable contingency planning should donations decline significantly. This is reviewed annually and is a key priority for the Board.

The budget for for 2020/21 is showing a current deficit of £96,285 against income of £201,775 but TN is confident that this will be raised in the next five months and their financial modelling is where it should be for this point in the year. The impact of Covid-19 hasn't been felt hugely in terms of donations due to the high number of grants they receive that have been honoured. Draft budgets for 21/22 and 22/23 show expenditure of around the same level as currently.

TN's income is broadly made up of 86% funding from Charitable Trusts and Foundations and donations and 14% from small grants from prisons and fees from employers. The Executive Team and Trustee Board have agreed that going forward a 'Thirds' model will be adopted with a third of income coming equally from stakeholders (DWP/Job Centre Plus and employers), philanthropists and Trusts and Foundations.

Good financial oversight is in place with the Office Manager looking after day to day finances and a Book keeper employed to produce management accounts. The Board takes a keen interest in the finances of TN with the Treasurer coming from a business background.

Current Situation and need

TN was established after two Prison Officers working at HMP Leeds began to tire of seeing the same faces returning to the prison. In an attempt to understand what drove repeat offending, especially with offenders who had kept their heads down and done well during previous sentences, they did a survey of 220 adult offenders on one of the wings they worked on. They asked which of the seven pathways of support that were offered was the most important. 80% said a job over education, housing, support with addiction etc. From this Steve and Val recognised that despite there being some good

services in the prison none seemed to have the mechanism to help offenders find jobs and keep them.

TN's unique strength is its direct links into and understanding of the British prisons system and those within it. From working with just one prison, TN now works in five prisons in the Yorkshire region including two women's prisons.

TN has developed a network of over 50 medium sized companies in West Yorkshire to secure paid employment opportunities for ex-offenders. Interest in their work has increased as their reputation has grown and employers have had positive experiences employing ex-offenders supported by TN. This has led to TN identifying two key things. That despite the current economic climate the logistics industry is growing and struggling to recruit people to jobs and that employers would be willing to pay a fee in return for a reliable and hard working applicant.

The logistics industry already employs 10% of the UK workforce and will grow further. This industry is ideal for ex-offenders as there are a wide variety of jobs with different skills levels and the potential for progression. Some of the more skilled jobs can also be linked to NVQ training and specific qualifications that can be started whilst the beneficiary is still serving their sentence. There are already prison training courses linked to specific sectors which have been successful but none that focus on the logistics industry. TN therefore plan to deliver a preparatory training course in the logistics industry with Hatfield Prison, who have already indicated an interest in making workshop space available to create logistics facilities. City & Guilds Levels 1 and 2 in logistics would be offered to those about to be ROTL (Released on Temporary License) who could combine it with a placement in a logistics company. This would also generate income from the Prison through training budgets etc.

TN sees charging employers a recruitment fee of £750 as a key way of bringing income to the organisation. Current partners have indicated that they would be happy to pay this amount to TN (as opposed to a recruitment agency) as they can see the social value of the approach TN uses. They also recognise they are getting employees who are ready for work and secure in the knowledge that the 6 months support TN provides helps the employee settle into their role and minimises any issues.

TN now needs to focus on developing this market by employing a Business Development Manager who can bring in new employers from the logistics industry, formalise the current list of employers and manage the prison training programme. This will increase income through employer contributions and by the end of the grant pay for the Business Development Manager. There are also opportunities to secure funding from Probation Service and the Job Centre.

| |
|---|
| Overall aim of the funding |
| To replace the reliance on Trust and Foundation funding with income from Employer Placement fees to provide long term and sustainable unrestricted revenue. |
| Expected Key Achievements in Year 1 |
| EKA 1 |
| To recruit additional logistics companies willing to give offenders jobs and pay a recruitment fee. |
| EKA 2 |
| To place 50 offenders into jobs in the logistics industry. |
| EKA 3 |
| To design and operate a pilot logistics industry vocational preparation course. |

| Purpose of grant and Budget | | |
|--|--|------------------------|
| <p>TN is requesting £75,436 over 3 years towards the salary of a Business Development Manager.</p> <p>£30,000 in year 1 - £30,000 (salary)</p> <p>£30,000 in year 2 - £30,000 (salary)</p> <p>£15,436 in year 3 - £15,436 (salary)</p> | | |
| Conclusion | | |
| <p>Tempus Novo is an organisation that it is impossible to not be totally impressed by. Steven and Val are passionate and dynamic but what comes across more than anything is their deep empathy and understanding about the needs of ex-offenders. This is what drives the organisation – their desire to make things a little more equal for vulnerable and fragile people who have rarely had the opportunity to change the course of their life.</p> <p>The request for funding to employ a Business Development Manager to target growing opportunities in the logistics sector is without a doubt well timed. The reputation they already have with key players in the sector will be a useful tool in helping them to expand their offer to other companies. During the assessment they described how some of the companies they currently work with had won CSR awards for the work that they were doing with TN and that these companies had reflected that this was a big positive for their whole business.</p> <p>The logistics sector is clearly one that is going to do better out of the impact of Covid-19 than some others. TN have clearly considered the impact Covid-19 may have on their business model but feel that they are well placed to be able to manage this and capitalise on any opportunities that may appear. Alongside this, potential funding from Probation Service and other services will compliment the work that TN will be able to develop in the near future.</p> <p>The link between employment and reoffending is significant and the reoffending rates that TN see amongst their client group are really impressive. The level of understanding that Steve and Val demonstrated about the work they do, their approach and the impact it made was impressive. This makes me feel confident that providing support to help them maximise opportunities for employment within the logistics sector in Leeds will pay dividends. The impact that this organisation has on the lives of the people who use it is significant and whilst being a relatively young organisation the board has been clear about making sure that the social return on investment is understood and recorded.</p> <p>TN is at an exciting point in its evolution and support at this point would help them to take a huge step forward. The strong list of supporters and relationships that they hold put them in a good position going forward and monetising the project in the way they are planning will provide an ongoing source of much needed unrestricted income. The organisation is currently stretched to the limit so need a new post to be able to take this work forward. Therefore I would strongly recommend support with a grant as requested.</p> | | |
| Recommended Priority Rating | | |
| Risk = Low | Difference to organisation = High | Priority = High |