

DMPC Decision – PCD 939

Title Acceptance of DWP Kickstart Scheme Grant Offer

Executive Summary:

The Kickstart programme is designed to provide new six month job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment - to provide paid employment, employability training and insights into career pathways. This paper seeks approval for the acceptance of Department for Work and Pensions (DWP) Kickstart grant funding of up to £300,000 for an anticipated 30 placements.

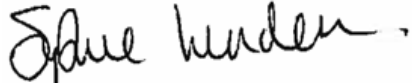
Recommendation:

The Deputy Mayor for Policing and Crime is recommended to approve the DWP Kickstart Grant Offer and associated terms and conditions of up to £300,000 for thirty Kickstart placements.

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature 

Date 11/03/2021

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

1. Introduction and background

- 1.1. The Department for Work and Pensions (DWP) Kickstart Scheme provides funding to create new six month job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment. The Metropolitan Police Service (MPS) expressed an interest to the DWP in the scheme and has received an offer of grant funding.
- 1.2. The purpose of the scheme is to engage with vulnerable young Londoners to provide paid employment, employability training and insights into career pathways.

2. Issues for consideration

- 2.1. The grant offer is based on 30 placements. The placements are for 6 months and comprise 25 hours per week. The start date of the job placements can commence up until the end of December 2021.
- 2.2. The DWP grant covers the costs of the placement at the National Minimum Wage. MPS propose to fund the additional costs to pay the London Living Wage from within its own resources.
- 2.3. This paper proposes a grant payment to a third party to support host departments better and ensure that the Met gives each placement a high standard of wrap around support and future employability prospects. The expected value of the grant payment is below £50,000 and so within the delegation of the MPS.

3. Financial Comments

- 3.1. This proposal seeks approval to accept up to £300,000 DWP Kickstart funding in 2021/22-2022/23. The total current estimated cost (excluding opportunity costs) of the scheme is £344,053 which would attract DWP funding of £221,588. The MPS propose to meet the shortfall in funding of £122,465 from within their existing budget.

4. Legal Comments

- 4.1. MOPAC may enter into an agreement pursuant to Schedule 3, paragraph 7 (1) Police Reform and Social Responsibility Act 2011 (the 2011 Act) whereby MOPAC has incidental powers to “do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office.” Paragraph 7 (2) (a) provides that this includes entering into contracts and other agreements.
- 4.2. The DWP makes the grant under section 2 of the Employment and Training Act 1973.
- 4.3. Paragraph 4.8 of MOPAC’s Scheme of Delegation and Consent requires the approval of the Deputy Mayor for Policing and Crime to approve the receipt of the grant.

5. Commercial Issues

- 5.1. The current DWP offer letter is made on the basis the MOPAC is the gateway of the grant and is to enter into a further employer sub-agreement for the Kickstart posts. The MPS shall submit a single employer Kickstart Scheme application (i.e. not being a Gateway for other employers to participate) with MOPAC named as accepting Kickstart terms and conditions with the MPS as beneficiary, to avoid the need for a further employer sub-agreements.
- 5.2. The final terms and conditions of the grant are still to be confirmed by DWP and will be reviewed by MPS.

6. GDPR and Data Privacy

- 6.1. MOPAC will adhere to the Data Protection Act (DPA) 2018 and ensure that any organisations who are commissioned to do work with or on behalf of MOPAC are fully compliant with the policy and understand their GDPR responsibilities.
- 6.2. Kickstart will use personally identifiable data of members of the public. The MPS has completed the DPIA screening questions and will develop an agreement required to share data between the MPS, MOPAC, DWP and a third party.

7. Equality Comments

- 7.1. MOPAC is required to comply with the public sector equality duty set out in section 149(1) of the Equality Act 2010. This requires MOPAC to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations by reference to people with protected characteristics. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.2. The MPS has initiated the assessment for equality impacts and will complete a full assessment when the strategic partner is appointed and there is confirmation of the candidate pool and placements.

8. Background/supporting papers

- Appendix 1 MPS Report Acceptance of DWP Kickstart Scheme Grant Offer

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If yes, for what reason:

Until what date: N/A

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – No

ORIGINATING OFFICER DECLARATION	<i>Tick to confirm statement (✓)</i>
Financial Advice: The Strategic Finance and Resource Management Team has been consulted on this proposal.	✓
Legal Advice: The MPS legal team has been consulted on the proposal.	✓
Equalities Advice: Equality and diversity issues are covered in the body of the report.	✓
Commercial Issues Commercial issues are covered in the body of the report.	✓
GDPR/Data Privacy GDPR compliance issues are covered in the body of the report	✓
Director/Head of Service: The MOPAC Chief Finance Officer and Director of Corporate Services has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓

Chief Executive Officer

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature



Date 9/3/2021



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Acceptance of DWP Kickstart Scheme Grant Offer
MOPAC Investment Advisory & Monitoring Meeting
Report by Director of HR Clare Davies

Part 1 – This section of the report will be published by MOPAC. It is classified as OFFICIAL – PUBLIC

EXECUTIVE SUMMARY

The Kickstart Scheme provides funding to create new six month job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment. The start date of the job placements can commence up until the end of December 2021.

The MPS has acquired expressions of interest in the form of Kickstart placement proposals from across the organisation and, after having these reviewed by DWP, has received a Grant Offer Letter.

This requires a decision to be made about whether the MPS should proceed with the Kickstart Scheme by accepting the DWP Grant Offer and then paying out some of the grant for wraparound support for kickstart placements to a third party provider.

Recommendations

The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to:

- 1. Approve the DWP Kickstart Grant Offer and associated terms and conditions of up to £300,000 for thirty Kickstart placements.**

Time sensitivity

A decision is required from the Deputy Mayor prior to 30 April 2021. This is because delivery timeframes for initial Kickstart placements need to commence in early summer 2021.

Non-confidential facts and advice to the Deputy Mayor for Policing and Crime

Background: The DWP Grant will be used by the MPS for 30 of these placements.

Key criteria for Kickstart placements include:

- Funding is for new positions only and must be entry level – These cannot and will not replace existing or planned vacancies or cause existing employees, apprentices or contractors to lose or reduce their employment.
- 6 month placements, 25 hours per week – Government grant to cover 25 hours per week at National Minimum Wage plus £1500 (£1800 for external partners) per participant towards on boarding and training costs. MPS host departments will provide additional funds from existing staff revenue budgets to ensure London Living Wage compliance.
- Focused on improving employability – The MPS is committed to offering high quality support and development opportunities for improving the employability of young people (e.g. CV writing, industry insight, coaching, potential wraparound support from third sector partners).

Introduction and background

1. The Kickstart Scheme has been identified as an opportunity whereby the MPS can engage with vulnerable young Londoners to provide paid employment, employability training and insights into Met career pathways. There are currently expressions of interest and placement proposals from across the MPS that meet Kickstart Scheme criteria.
2. In order to ensure a timely response from DWP, a non-committal Kickstart Scheme application was submitted for review. DWP accepted the Met's initial application on 07/12/2020 and has provided a Grant Offer Letter, Terms and Conditions and Kickstart placement vacancy templates to complete placement bids.

Issues for consideration

3. MPS host departments will provide additional funds of between £900 and £2500 from existing staff revenue budgets on top of DWP Grant funding to ensure London Living Wage compliance.
4. That the MPS accepts the Terms and Conditions.¹
5. That the MPS pays a third party provider for the planning and delivery of the wrap around support for the kickstarters. The MPS is committed to offering high quality and development opportunities for improving the employability of young people. By working with a third party supplier we can minimise the risk of the programme, support host departments better and ensure that the Met gives each

¹ <https://www.gov.uk/government/publications/kickstart-scheme-terms-and-conditions/kickstart-scheme-grant-funding-agreement-terms-and-conditions-for-employers--2>

placement a high standard of wrap around support and future employability prospects.

6. To continue to assess placements in terms of limitations of involvement with sensitive business groups. Placements are restricted to basic level vetting.

Contributes to the MOPAC Police & Crime Plan 2017-2021²

7. A more representative MPS workforce – Kickstart is a route to reach vulnerable young Londoners experiencing unemployment and provide them with insights into Met career pathways. There is an opportunity to increase engagement with young people from underrepresented backgrounds for whom there is a disproportionate impact of higher unemployment.
8. Public perceptions towards the MPS – As one of the largest and most prominent public sector employers in Greater London it is important for the Met to demonstrate its commitment to improving the life chances and wellbeing of young Londoners.

Financial, Commercial and Procurement Comments

9. The DWP Grant pays for the National Minimum Wage for 30 placements at 25 hours per week. The additional funds to ensure compliance to the London Living Wage will be paid for by individual hosting departments within the MPS from existing revenue budgets.
10. The current DWP offer letter is made on the basis the MOPAC is the gateway of the grant and is to enter into a further employer sub-agreement for the Kickstart posts. The MPS shall submit a single employer Kickstart Scheme application (i.e. not being a Gateway for other employers to participate) with MOPAC named as accepting Kickstart terms and conditions with the MPS as beneficiary, to avoid the need for a further employer sub-agreements.
11. Until paragraph 10 is resolved it is not known which set of DWP precedent terms and conditions for the grant shall apply to MOPAC. Once determined those terms will be reviewed.

Legal Comments

12. MOPAC may enter into an agreement pursuant to Schedule 3, paragraph 7 (1) Police Reform and Social Responsibility Act 2011 (the 2011 Act) whereby MOPAC has incidental powers to “do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office.” Paragraph 7 (2) (a) provides that this includes entering into contracts and other agreements.
13. The DWP makes the grant under section 2 of the Employment and Training Act 1973.

² [Police and crime plan: a safer city for all Londoners | London City Hall](#)

14. Paragraph 10 confirms the precise terms and conditions for the acceptance of the grant funding are still to be confirmed by DWP and reviewed by the MPS
15. Paragraph 4.8 of MOPAC's Scheme of Delegation and Consent requires the approval of the Deputy Mayor for Policing and Crime to approve the receipt of the grant.
16. The grant agreement will be published pursuant to The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012.
17. Grant payment to a third party shall be in compliance with procurement law and MOPAC governance as well as the terms of the main grant agreement. DLS and Commercial Services are being engaged to ensure compliance.
18. Legal have advised that the project can proceed on the basis of the current Grant Offer naming MOPAC.

Equality Comments

19. Strategic Diversity and Inclusion team have been consulted on the proposals and have committed to providing policy advice on the planning and delivery of the Met-driven Kickstart application process.
20. MPS Staff Support Associations are being consulted on the Kickstart scheme proposals.
21. The Equality Impact Assessment (Form 1161A) is underway which will ensure due regard for underrepresented groups and protected characteristics under the Equality Act 2010. It will ensure that recruitment processes and the broader scheme is designed in full regard of the equalities framework. The full EIA can only be completed once the strategic partner has been appointed and the project reaches the design stage of recruitment processes. Completion will also be dependent on the candidate pool and confirmation of placements.

Privacy Comments

22. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.
23. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.
24. The Information Assurance and Information Rights units within MPS have been consulted to ensure that the project meets its compliance requirements.

25. Kickstart will use personally identifiable data of members of the public. As such the relevant DPIA assessment has been commissioned with a view to putting in place the necessary data sharing agreement.

Real Estate and Environmental Implications

26. Placements will be located across MPS departments. Placements will be made aware of and comply with the environment policy and the MPS environment and sustainability strategy.³ Host departments to conduct risk assessments for each area.
27. Decision needs to be taken on what employment category Kickstart participants will be classified as in contracts as this will determine level of access to our estates (we may need to restrict some access).
28. Any agreed constraints that need to be placed in the person's involvement need to be clearly articulated and communicated to those who will be supervising them.

Background

29. Kickstart Scheme Grant Funding Agreement: terms and conditions for employers (available online, see footnote)⁴

³ <https://www.met.police.uk/SysSiteAssets/foi-media/metropolitan-police/policies/strategy--governance---environmental-policy-ems-002> and http://mpsweb.intranet.mps/globalassets/campaigns/environment/met23312-mps-environmental_a4_11.pdf

⁴ <https://www.gov.uk/government/publications/kickstart-scheme-terms-and-conditions/kickstart-scheme-grant-funding-agreement-terms-and-conditions-for-employers--2>

Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.

The paper does not contain any official sensitive information that would make it exempt from publication.

Part 2 *Business Justification Documentation*

Kickstart, Portfolio Investment Board, XXX

Freedom of Information Act Publication Scheme

Protective Marking	Official - Public
Publication Scheme Y/N	N
Title	Kickstart scheme participation and grant acceptance
Version	1.4
Summary	Strategic, economic, commercial, financial and management case for participant in HM Government's Kickstart scheme.
(B)OCU or Unit, Directorate	HR Directorate
Run/Change	TBC
Author	Clare Davies
Date Issued	TBC

Purpose of this document

This is the standard MPS template for the production of business cases where a business decision is required by departmental COGs, corporate or project/programme Boards. Although it follows a broadly similar structure, it is distinct from the SOP/SOC/OBC/FBC templates which are only used as part of the MOPAC/MPS Investment Appraisal process to pass through the required 'Gates'. This template should be used for all other business decisions which require management or corporate approval, in particular where a number of options are available for achieving the required outcome or funding considerations apply. It is designed to ensure that all relevant considerations are taken into account when significant business decisions are required.

Document edit history

Version	Date	Additions/Modifications	Prepared/Revised by
Version 1.0	05/01/2021	First Draft	MetX Victoria Lexton-Jones
Version 1.1	07/01/2021	Second Draft	Clare Davies
Version 1.2	07/01/2021	Second Draft - amended	MetX Victoria Lexton-Jones
Version 1.3	18/01/2021	Third Draft	Clare Davies
Version 1.4	01/02/2021	Fourth Draft	Clare Davies
Version 1.5	22/02/2021	Fourth Draft - amended	Clare Davies

Internal consultation and assurance

The following people have either:

- assured this proposal as subject experts, by considering its impact on their area of expertise; or
- been consulted as a representative of a part of the organisation affected by the proposal.

Their opinions have been incorporated in the paper.

Directorate / Dept.	Name & Job Role	Rank / Grade	Date Assured
Procurement Services	Donna Burgess, Tony Horsley, Samantha Richardson		23/12/2020
Digital Policing (DP)	Stephen Field, Michael Killoran		01/02/2021
HR	Clare Davies	Director	07/01/2021
Strategic, Diversity & Inclusion	Halil Huseyin	Policy Advisor	01/02/2021
Legal (DLS)	Luke Collins	Solicitor	18/02/2021
Environment and Sustainability Team - Property Services (PSD)	Carolyn Couch	Policy, Band C	05/01/2021
Finance Business Partnering	Jacqui Jackson	Finance Business Partner	18/01/2021
Safety & Health Risk Management	Stephen Yeldham	Health and Safety Advisor, Band M	05/01/2021
Business Change & Diversity	Wendy Norris	Head of Business Change	18/01/2021
Integrated Design & Architecture	Steve Harrison	Head of IDD	08/01/2021
Portfolio Delivery Office	Tony Spencer	Portfolio Office Manager	18/01/2021

1 Decisions Required

This Business Justification concerns the development of work placements with the MPS under the banner of the Department for Work and Pensions (DWP) Kickstart Scheme. The Kickstart Scheme provides funding to create new job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment. The start date of the job placements can commence up until the end of December 2021. No placements will become permanent.

The Portfolio Investment Board is requested to approve the following recommendations:

- Recommend to the DMPC approval of the DWP Kickstart Grant Offer and associated terms and conditions of up to £10,000 per participant. This is for thirty Kickstart placements which totals £300,000 (full amount is variable as the candidates age affects the minimum wage they will be eligible for)

The key issues the Portfolio Investment Board need to take account of are:

- Kickstart funding is only available if the placements begin before 31 December 2021. In order to benefit from the scheme there is a time pressure for Grant approval to allow for stand-up activity and scheme design to take place.
- The Kickstart scheme is focused on improving employability. The MPS must commit to offering high quality support and development opportunities for improving the employability of young people (e.g. CV writing, industry insight, coaching, potential wraparound support from third sector partners) as part of the terms of the grant. To do this we would like approval for a portion of the grant payment to be paid to a third party supplier for wrap around support services
- The exact grant application will be between £220,000 and £300,000. We cannot put an exact figure on the grant amount we are asking approval for because the Kickstarters will be aged between 18 and 25 and DWP payment terms are for minimum wage only which differ depending on age group. As we don't know until we accept the placements what age the Kickstarter will be, we cannot say what the total grant from DWP will be.
- As the MPS is a London Living wage employer we will need to supplement wages accordingly. This figure will be between £41,000 and £86,000. As above, because we will not know the age of the young person until they join and therefore what the additional supplement will need to be, based on the minimum wage category, we cannot give a definitive amount that Kickstart will cost the MPS. We have worked all estimates in this paper on the highest amount the scheme would cost the MPS.
- This paper is focussed on the minimum amount of Kickstarters we can take in accordance to the grant offer terms and conditions.

2 Strategic Case

Summary of Kickstart scheme and progress to date

The Kickstart Scheme provides funding to create new six month job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment. The start date of the job placements can commence up until the end of December 2021.

The job placements created with Kickstart Scheme funding must be new jobs. They must not:

- Replace existing or planned vacancies
- Cause existing employees, apprentices or contractors to lose work or reduce their working hours

The job placements must:

- Be a minimum of 25 hours per week, for 6 months
- Pay at least the National Minimum Wage or the National Living Wage for the employee's age group
- Only require basic training. Funding is for entry level positions.

For each job placement we must help the young person become more employable. This could include:

- Looking for long-term work, including career advice and setting goals
- Support with curriculum vitae (CV) and interview preparations
- Developing their skills in the workplace

Progress to date

- The MPS has acquired expressions of interest in the form of Kickstart placements proposals from across the organisation and, after having these reviewed by DWP, has received a Grant Offer Letter.
- The expressions of interests that have been received have been quality checked to ensure they meet DWP grant criteria and have been prioritised in to which ones would be taken first to add most value to the MPS. Expressions of interest have come in from a wide variety of departments across the MPS – from Front Line Policing through to Corporate Services.
- Conversations have been had with key enabling partners of this scheme, e.g. Commercial, HR, Vetting, DLS to ensure that the logistics are viable and that this is something that could be implemented should this paper be approved. Senior sponsor identified in Clare Davies and agreement that if successful HR would resource and deliver this programme
- Basic risk assessment for the scheme undertaken and signed off

Strategic case for the MPS involvement in the Kickstart Scheme

The Kickstart Scheme has been identified as an opportunity whereby the MPS can engage with vulnerable young Londoners to provide paid employment, employability training and insights into Met career pathways. There are currently expressions of interest and placement proposals from across the MPS that meet Kickstart Scheme criteria.

The COVID19 pandemic has driven significant changes in socio-economic circumstances, and an observable worsening of financial situations for young people across London is emerging

- The number of Londoners claiming Universal Credit has risen steadily since May 2020, and this increase is greater in London than any other part of Britain. In September 2020, DWP reported that 930k Londoners were claiming Universal Credit which was an increase of 500k since March 1.
- Young people are making up a greater proportion of those increases in claiming Universal Credit (compared to before the coronavirus pandemic) increasing from 6.7% in March 2020 to 14.4% in July 2020. This is mirrored by an increase in unemployment, the largest of which in London was for those aged 16-24 (+5.4%).³

The Prince's Trust expands on the qualitative impact on young people specifically in their 2020 Young People in Lockdown⁴ report stating that more than third of young people claim to have abandoned their future aspirations as a result of pandemic and 41% believe their future goals now seem "impossible to achieve", with this rising to half (50%) of those surveyed from poorer backgrounds.

Similarly the Resolution Foundation states that "young people have been hit hardest by Britain's growing job crisis, with 30% of 18-24 year olds furloughed and 1 in 10 already having lost their jobs. History also shows it is crucial that these jobs are created quickly, with public sectors central in making this happen at anything like the scale the government intends"⁵

"We cannot lose this generation" Rishi Sunak⁶

One way HM Government has responded to these socio-economic changes is to create the Kickstart Scheme to create new job placements for 16 to 24 year olds on Universal Credit at risk of long term unemployment. There is a compelling case for increasing the opportunities for young people to meet employers. Research from the Education and Employers Taskforce shows that a young person who has four or more encounters with an employer is 86% less likely to be unemployed or not in education or training and can earn up to 22% more.

¹ GLA Covid19 socio-economic impact briefing October 2020
<https://data.london.gov.uk/dataset/socio-economic-impact-of-covid-19>

² GLA Covid19 socio-economic impact briefing October 2020
<https://data.london.gov.uk/dataset/socio-economic-impact-of-covid-19>

³ GLA Economics Covid-19 Labour market analysis <https://data.london.gov.uk/dataset/gla-economics-covid-19-labour-market-analysis>

⁴ The Prince's Trust and YouGov Young People in Lockdown Report https://www.princes-trust.org.uk/document_news_YoungPeopleLockdown.pdf

⁵ Resolution Foundation, Young Workers in the Coronavirus Crisis
<https://www.resolutionfoundation.org/publications/young-workers-in-the-coronavirus-crisis/>

⁶ Rishi Sunak, A plan for jobs: speech in full <https://www.conservatives.com/news/rishi-sunak-plan-for-jobs-speech>

The MPS participating in HM Government's Kickstart scheme represents the Met's clear commitment and contribution to London's economic recovery. The Met is passionate about supporting young Londoners and actively supporting the communities it serves. The Met is embracing opportunities to contribute to wider efforts to mitigate against the negative economic consequences of Covid-19. It is entirely in-line with the corporate strategic direction, summarised in the Met Direction which states that the MPS has a "major role to play in safeguarding the city's future" and that the Met has a role in promoting "social development"⁷.

Participation in the Kickstart scheme contributes to the MOPAC Police & Crime Plan 2017-2021⁸. The scheme aligns with the MOPAC Police & Crime Plan, which states that '[as] well as tackling the crimes that matter most to Londoners, and working to improve confidence in the police, we want to see the MPS do more to build stronger relationships with young Londoners' (p.30). Furthermore, the Kickstart scheme would form one part of the necessary long term 'concerted effort' towards achieving a representative workforce (p.45).

Strategic case for the procurement of funding of additional wrap-around support for each Kickstart placement

As the placements would be spread across diverse business areas within the MPS, a reputational risk of the programme is that Kickstart placements are not sufficiently developed to increase participants' longer term employability. A mitigation that would realise the benefits outlined below is to spend a portion of the placements' additional grant (£1500) on procuring wrap-around support from an external partner that has specialist expertise in the area of youth employment.

The benefits of procuring wrap-around support are

- Expertise in terms of meeting and evidencing Kickstart scheme requirements and they are specialists in delivering employability support to young people.
- External wrap-around support should include post placement support for participants.
- Ensuring the consistency of training and development opportunities across MPS
- High quality training offer increases likelihood of positive perceptions of the MPS

⁷ Police and crime plan: a safer city for all Londoners | London City Hall, 2017-2021
https://www.london.gov.uk/sites/default/files/mopac_police_and_crime_plan_2017-2021.pdf

⁸ Police and crime plan: a safer city for all Londoners | London City Hall, 2017-2021
https://www.london.gov.uk/sites/default/files/mopac_police_and_crime_plan_2017-2021.pdf

3 Economic Case

The purpose of this section is to examine the options for satisfying the business need and recommend a preferred way forward which represents the optimum value-for-money.

- 1.14. MPS participation in HM Government's Kickstart scheme would provide value-for-money by enabling greater workforce productivity as well as qualitative benefits aligned with the Met Direction and Police and Crime Plan. It should be noted that there are no cashable benefits from participating in the scheme. It would, however, be an investment in disadvantaged young Londoners with qualitative benefits such as increasing diversity and improving wider public perceptions of the Met.
- 1.15. The Kickstart scheme is effectively a government wage subsidy meaning that the cost to the Met would be relatively low. Therefore, there is substantial value-for-money in using this subsidy in that it would provide much needed administrative/operational support during a police staff recruitment freeze. Even once 'topped up' to meet London Living Wage (LLW) obligations and with a portion of the additional grant used to procure wraparound-support, DWP's payment of the National Minimum Wage and/or National Living Wage (inclusive of associated NI and pension contributions) would be more than twice the amount paid by the MPS for employing Kickstarters on a 25 hours per week basis.
- 1.16 As stated above, exact MPS costs will depend on the ages of the participants recruited as determined by minimum wage categories (see 1.3). In order to calculate the upper and lower limits of MPS Kickstart expenditure we have modelled our costings using each of the following assumptions:

- 1) 30 participants aged 25
- 2) 30 participants aged between 21-24
- 3) 30 participants aged between 18-20

Costings include wrap-around support, LLW top ups and on boarding costs (see Table 1 and 2 for detailed breakdowns). The respective totals include a lowest possible cost of £88,340 and a highest possible amount (assuming 30 placements) of £122,465.

- 1.17. The Kickstart placements will provide both the boost of additional administrative level support during a police staff recruitment freeze. It's worth considering that 30 placements represents over 10 years' worth of additional work in 6 months.
- 1.18. They also will provide an influx of the sort of diversity of thought and background which the Met would like to attract in the long term. The Met has a vast array of opportunities and variety of roles in the MPS that will appeal to young people, many of whom may have never considered looking to the Met as an employer. Trust in the police is also lowest amongst young people living in London, and positive interactions with the Met including wrap-around support and mentoring elements built into the scheme will positively impact on their perceptions.

- 1.19. Another motivator is that the link between income inequality/unemployment rates and crime rates is well documented⁹ as is the correlation between relative poverty and violent crime¹⁰. Therefore, such severe changes in socio-economic conditions are of relevance to the MPS in deciding how to maximise the social benefit of targeted funding.
- 1.20. Procuring wrap-around support from an external partner for a projected cost of £28,500 (based on 30 participants) would provide value-for-money in that it would de-risk host departments' need to provide a tailored training offer and would ensure consistency of high quality development for Kickstarters across the MPS. Value-for-money would be gained from ensuring that wrap-around support is able to offer provision where the Met is unable such as in post placement support, specialist expertise in youth employment and the ability to help participants secure employment for when they leave the Kickstart scheme.
- 1.21 Opportunity costs include:
- Management costs for Human Resources (i.e. C grade for 2.5 days per week)
 - Host departments' day-to-day activity management of participants
 - Time out from normal work activities for training and development purposes (e.g. CV writing, interview workshops, career insight)

⁹ Crime, Inequality and Unemployment in England and Wales, 2012 <https://hal.archives-ouvertes.fr/hal-00712374/document>

¹⁰ <https://mronline.org/wp-content/uploads/2017/12/Crime26Inequality.pdf>

4 Commercial Case

The purpose of this section is to outline the proposed (or completed) procurement approach (or other commercial arrangement) for the achievement of the preferred option identified in the previous section.

It would be beneficial to procure a third party supplier to plan and deliver a high quality wrap around support for the Kickstart scheme. This would include things like mentoring, CV and employability workshops, mock interviews, as well as the creation of reflective and work journals for candidates.

There are a number of reasons why a third party supplier for wrap around support is beneficial to the organisations and candidates:

- Expertise in terms of meeting and evidencing Kickstart scheme requirements, specialists delivering employability support to young people.
- External wrap-around support should include post placement support for participants.
- Ensuring the consistency of training and development opportunities across MPS
- High quality training offer increases likelihood of positive perceptions of the MPS
- It is a relatively low cost amount to the MPS and if chosen, can be paid directly to the third party supplier from the grant funding

Paying out a portion of the DWP grant funding to a third party supplier for wrap around support is also commercially viable. For example, as part of other engagement work with the Princes Trust they quotes their Kickstart wraparound offer as max £950 per person. For 30 Kickstart placements that equates to maximum of £28,500.

As this amount is under the £50,000 threshold needed not to have to go out to commercial tender, the procurement advice is that we can obtain 3 quotes for the work and appoint accordingly. There are at least 3 charities on the market who are offering this service. This is hugely beneficial to the project as we must have the Kickstarters in place having also been recruited and vetted by 31 December 2021. A lengthy commercial tendering process could halt the ability to get this scheme off the ground.

5 Financial Case

Each department will meet the additional top-up costs for London Living Wage between £900 and £2,500 per placement based on ages of participants (for the entirety of the 6 months) from existing revenue budgets.

The below table projects the uppermost possible costs for a single intake of 30 Kickstart participants (all aged 18-20) from mid-2021. Costs will therefore almost certainly be lower since DWP would underwrite higher NMW categories (i.e. for age 21+) therefore reducing the amount the MPS would be required to top up to meet LLW obligations. Please note that there is a possibility we may split the 30 placements into cohorts extending no later than June 2022 (last intake possible in December 2021).

*Assume this affects 10 placements; £50 for a coat for 5 placements, 30 x £6 worth of travel (in-work allowance beyond commuting).

**There is a potential for additional IT costs should a placement have specialist software requirements, although the likelihood remains low given these will be entry level roles.

	2021/2022
Grant from DWP to cover pay	£125,775
Grant from DWP to cover NI and pension	£50,813
Grant to cover set up costs	£45,000
Payment to 3rd Party	-£28,500
Minimum Wage paid to Kickstarter	-£176,588
LLW Top Up	-£85,800
Opportunity cost; assuming a Sgt at 2 days per week for one year	-£30,576
SSCL	TBC
Uniform / travel between sites*	-£860
IT costs from ready reckoner**	-£52,305
TOTAL	-£122,465

6 Management Case

The purpose of this section is to explain how the proposals will be implemented and the benefits realised.

Clare Davies, Director of HR, is the senior sponsor for this paper and this project. The management of the project will sit within HR and conversations have been had with Detective Chief Superintendent Tara McGovern (Talent and Inclusion) and Lucy Fernie (Head of Resourcing, Talent and Inclusion) who are looking at a resourcing model for the project within HR.

HR will be responsible for:

- Matrix management of and coordinating support for the Kickstarters and their hosts. All will report directly in to HR under the PSOP system to ease pressure on individual finance departments and individual host departments. This way HR can evaluate benefits and development of Kickstart scheme by having regular discussions with the Kickstarters. It enables the MPS to be able to assess how well individual departments are hosting, as well as how valuable the wraparound support through the third party is to the candidates. HR will then amend the project plan and make tweaks to processes accordingly, to ensure benefits are fully realised.
- Setting up of a project board with all key enabling partners – finance, vetting, SSCL etc. This coordinated approach will align plans and make implementation stream lined
- Recruitment and contracts. HR do this on a daily basis and are experienced in this area
- Coordinating wrap around support with third party supplier and department hosts. This will enable hosts to focus on the 6 months of work activities in the knowledge that the wrap around support will be coordinated centrally and be of a high standard

Departments hosting Kickstarters will be responsible for:

- Risk assessing their activities and documenting these along with mitigations.
- Managing the Kickstarters day to day activities

Diversity and inclusion implications:

- The Equality Impact Assessment (Form 1161A) is underway which will ensure due regard for underrepresented groups and protected characteristics under the Equality Act 2010. It will ensure that recruitment processes and the broader scheme is designed in full regard of the equalities framework. The full EIA can only be completed once the strategic partner has been appointed and the project reaches the design stage of recruitment processes. Completion will also be dependent on the candidate pool and confirmation of placements.
- The MPS Staff Support Associations will be engaged and consulted once the project is mobilised. This will include their input on diversity and inclusion implications, particularly with regards to the application process and potential support needs during the placement.
- To mitigate against disproportionate outcomes in the vetting process the project will ensure that participants have access to appropriate guidance. For example, we will liaise with the Strategic Diversity & Inclusion team to ensure that applicants and/or participants have access to an advice hotline to manage concerns about the vetting process.

- The Ride Along scheme will be consulted in order to gauge the feasibility of Kickstarter participation.¹¹

Property and environmental implications:

- Placements will be located across MPS departments. Placements will be made aware of and comply with the environment policy and the MPS environment and sustainability strategy.¹² Host departments to conduct risk assessments for each area.
- Decision needs to be taken on what employment category Kickstart participants will be classified as in contracts as this will determine level of access to our estates (we may need to restrict some access).
- Any agreed constraints that need to be placed in the person's involvement need to be clearly articulated and communicated to those who will be supervising them.
- COVID-19 restrictions – Placements will adhere to Met coronavirus guidance for their respective business area, including working remotely where this is possible and appropriate to the role. However, it is envisaged that some potential frontline placements (e.g. dog handling for Dog Support Unit) will require in-person attendance. All placements will be made aware of and comply with up to date coronavirus guidance.

¹¹ <https://www.met.police.uk/SysSiteAssets/media/downloads/central/advice/met/stop-and-search/met-ride-along-scheme.pdf>

¹² <https://www.met.police.uk/SysSiteAssets/foi-media/metropolitan-police/policies/strategy--governance---environmental-policy-ems-002> and http://mpsweb.intranet.mps/globalassets/campaigns/environment/met23312-mps-environmental_a4__11.pdf

Appendix A – Pay related costs and grants for 30 participants based on different age London Living Wage age categories.

*Grant to cover set up costs can include wraparound support, NI and pay related costs.

**Excluding business as usual costs (IT, SSCL, Sergeant resource)

	Assumptions for 30 kickstart placements aged 25+	Assumptions for 30 kickstart placements aged between 21-24	Assumptions for 30 kickstart placements being 18-20
Grant from DWP to cover pay	£170,040	£159,900	£125,775
Grant from DWP to cover NI and pension	£68,696	£64,600	£50,813
Grant to cover set up costs*	£45,000	£45,000	£45,000
Total Grant	£283,736	£269,500	£221,588
Minimum Wage paid to Kickstarters	-£238,736	-£224,500	-£176,588
LLW Top Up from MPS budget	-£41,535	-£51,675	-£85,800
Opportunity cost; assuming a Sgt at 2 days per week for one year	-£30,576	-£30,576	-£30,576
SSCL	TBC	TBC	TBC
Uniform / travel between sites*	-£860	-£860	-£860
IT costs from ready reckoner	-£52,305	-£52,305	-£52,305

Total Expenditure	-£392,512	-£388,416	-£374,629
Total per Kickstart placement (net)	-£3,626	-£2,945	-£4,082
Assumed costs for departments per placement (LLW top up)**	-£863.17	-£1,201.17	-£2,338.67
Total cost to MPS	-£108,776	-£88,340	-£122,465