

GREATER LONDON AUTHORITY

Mayor's Office
Kit Malthouse AM
Deputy Mayor for Policing
London West Central Constituency

City Hall
The Queen's Walk
London SE1 2AA
Switchboard: 020 7983 4000
Web: www.london.gov.uk

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Joanne McCartney AM
London Assembly
City Hall
The Queen's Walk
London SE1 2AA

Dear Joanne,

Time for Action - update

Please find attached answers to the questions you raised in your letter to me of 25 November 2010 regarding Time for Action, the Mayor's strategy to tackle serious youth violence in the capital, as well as the 2010/11 workplans for the projects.

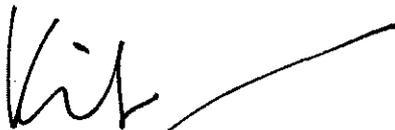
I trust that you and other members of the Assembly's Time for Action Panel will note the good progress this programme has made since its launch in November 2008, particularly given the significant shifts in the make-up of central and regional government bodies over the past six months.

The task we have set ourselves is not an easy one, and there remains a long way to go. Turning the tap off youth violence in London will not happen overnight and the responsibility for doing so rests not just with government, but within the capital's communities, in schools and within families across the city.

The Mayor has a central role to play in co-ordinating what is happening in an already extremely cluttered landscape to address youth violence in London and, through Time for Action, this position is now firmly established and the benefits are beginning to show.

Should you or other panel members wish to visit any of the projects under Time for Action to witness the difference we are making on the ground, please do let me know and this can be easily arranged.

Yours sincerely,



Kit Malthouse, AM
Deputy Mayor for Policing

Project Daedalus

Overview

Project Daedalus aims to reduce reoffending rates to bring down youth crime in London and the significant costs of custody incurred by further spells in prison.

Those young offenders who have been assessed as “motivated to address their offending behaviour” are placed on a separate wing at Feltham Young Offenders Institute, known as the Heron Unit. [As per the Assembly’s original Time for Action Panel’s recommendations, we expanded the suitability criteria solely from first timers in custody]. These boys are separated from more hard-core, entrenched offenders and are provided with additional specialist support to reduce the likelihood of subsequent reoffending.

During their time in custody, the boys are allocated a Resettlement Broker who helps with their transition from custody to the community. Getting young people into jobs or education is one of the most effective ways of preventing further offending, and that is a key part of the Resettlement Brokers’ role. Rathbone, who are the lead providers in a consortium also consisting of St Mungo’s Trust and St Giles Trust, deliver the resettlement element of the programme.

The resettlement element is funded through specification 1 of the LDA/ ESF Youth Offer (launched in 2009) and the contracts operate on a payment by results basis with the maximum claim being £2.5 million up until May 2012.

The Heron Unit was opened in September 2009 and, at the time of writing, there have been 128 boys on the Unit, of which 101 have been released into the community.

We are able to say that 18.7% of the young people that have been discharged from Heron unit since the start of the programme have gone onto re-offend.

Some of these young people have been in the community for 12 months, others for a number of weeks. Whilst this is not a formal re-conviction rate and is not directly comparable to the national rate of re-offending for this age group, it is promising. We know that the latest figures for juvenile re-offending from custody is 78% according to Ministry of Justice data”.

Expansion of Project Daedalus

Following the success of Project Daedalus, Resettlement Broker provision has been expanded to cover all young offenders (including young women) leaving custody, as well as 18 and 19 year olds who are under probation supervision in the community.

Between April 2010 and May 2012, up to a further 2,800 young offenders will receive Resettlement Broker support.

Nacro, St Giles Trust, Catch 22, Serco and London Probation Trust have been awarded contracts to deliver the expanded Resettlement Broker provision as part of specifications 2-4 of the LDA/ ESF youth offer. The contracts operate on a payment by

results basis with the maximum claim for all three specs being £9 million up until May 2012.

1a. Can you provide details of the levels of LDA officer and resource support for Project Daedalus, including as a separate note the support provided at HM Young Offenders Institute Feltham?

The majority of funding from the LDA is for Resettlement Broker support. It receives European Social Fund matched funding and pays five different providers to operate on payment by results basis across four specifications. The breakdown is set out in the table below.

Spec	Description	Amount of Funding/ Provider
1	Enhanced Resettlement Support for up to 300 Young Male Offenders in custody from the six Diamond boroughs (Project Daedalus)	Max. £2.5m Rathbone
2	Resettlement support for up to 1,400 young male offenders on remand or serving custodial sentences and who are due to be released into the community	Max. £5m Catch 22 Nacro
3	Resettlement support for up to 420 young women offenders	Max. £1.5m Serco
4	Resettlement Support for up to 1,000 young offenders aged 18 & 19 in the community	Max. £2.5m London Probation Trust St Giles Trust

With regard to officer time, the LDA currently has one officer working full time managing the contracts of the four specs and a manager providing part time oversight. The total per annum cost is £48,275 (£17,647 on spec 1 and £30,628 on Specs 2 – 4).

In addition to the contract management side there are also governance arrangements in place for Project Daedalus (Spec 1). This is essential as Daedalus is a new, ground-breaking approach to reducing reoffending, involving a wide spectrum of partners from a variety of sectors, with countless complexities and challenges to overcome in order to take young people on the journey from custody to full time education and, ultimately, a job. The London Criminal Justice Partnership is delivering the programme governance, to which the LDA contribute £90,000.

There are six additional staff (prison officers) to support the Heron unit – funded by the Youth Justice Board (£330,000) and HM Prison Service (£160,000) – which means the Heron Unit has a total of 16 officers. Additional interventions have been funded as part of the regime: this includes a cognitive behavioural treatment programme, plus a regular LIFE course programme. The unit is also furnished with laundry provisions to allow the young people to take practical responsibility for their clothes.

1b. Will such support continue to be provided by the GLA group, particularly as you look to roll the programme out across London?

The recent comprehensive spending review has removed a significant amount of the LDA's current budget. The focus therefore is currently on how we can maintain the

existing commitments and priorities. Daedalus and specs 2-4 are high up the priority list and funding will continue until May 2012.

As with all funding, we cannot at this stage make commitments beyond the current funding streams. However, the signs 15 months on are extremely promising, with a low reconviction rate and good progress being made in getting young people into education, training and employment.

The Green Paper *Breaking the Cycle* (published December 2010) is testament to the government's belief in payment by results and justice reinvestment, both of which Project Daedalus is trailblazing – as acknowledged by its inclusion as the only payment by results youth justice model case study in the Green Paper. We will be working with central government to ensure that London can build on the success so far and that there is the right investment upfront to bring about far greater longer term savings.

2. *Can you set out the details of the involvement of central government and the commercial sector?*

Central Government

The Heron Unit is located within Feltham Young Offenders Institute, which is owned by HM Prison Service (Ministry of Justice). Six additional staff are provided by the Prison Service and the Youth Justice Board.

The Ministry of Justice is fully supportive of Project Daedalus, which was demonstrated by the joint opening with the Mayor and the then Minister of Justice, Jack Straw, as well as the 'one year on' recent joint visit to the unit by the Mayor and Nick Herbert (the Minister of State for Policing and Criminal Justice). Project Daedalus was also singled out in the MoJ's Green Paper *Breaking the Cycle*.

Project Daedalus is overseen by a programme board which includes the following stakeholders: GLA, HM Prison Service, IPSOS Mori (the evaluators), Local Authority representatives (including Croydon, Hackney and Lewisham), LCJP, LDA and the YJB.

The expansion of Resettlement Brokers (specs 2 – 4): every young offender aged 15 to 19 who are to be released from custody is matched with a named Resettlement Broker. These Resettlement Brokers work with the young people both within the secure establishments and the community. Therefore the providers have strong relationships, including protocols in place with both the Secure Estate and Youth Offending Teams.

Commercial Sector

Serco are one of the five providers delivering Resettlement Broker support across London.

In a recent report from HM Inspectorate of Prisons on children and young people in custody the Chief of Inspectors was quoted as saying "young people were right to say that getting a job was likely to be essential in keeping them out of further trouble and right to how difficult that would be". Therefore engagement with business and industry is an essential element in being able to successfully deliver Daedalus.

Daedalus has seen the establishment of a range of important partnerships with the commercial sector, in particular around preparation and entry to employment. Current examples include:

- CISCO, who have provided IT training and work experience for boys who have attended their nearby headquarters on a day release basis.
- Bovis Lendlease, who have offered 24 jobs and training places for Daedalus boys. They are also helping to deliver a training package to be delivered at Feltham to help prepare the boys for release.

All the providers have employment engagement managers who are actively developing relationships and brokering agreements with a wide range of businesses to increase opportunities for young offenders on release of custody.

The Mayor has a key role in being able to attract the interest of employers and help encourage their contribution to rehabilitating young offenders. As part of this, the Mayor and his Advisors will host a reception in City Hall in March for major companies within the construction sector to secure employment and training opportunities for young offenders. The aim is for this to develop into a series of events aimed at the sectors which offer the greatest opportunities for young offenders.

In addition, the GLA will be funding the Prince's Trust and Changing Paths, a community interest company supported by Wates Construction, to deliver pre-employment training to 24 young people receiving Resettlement Broker support in the New Year, with the guarantee of progressions to employment for participants who successfully complete the training.

We encourage London Assembly members to support the Mayor's efforts to engage with employers in providing training and employment opportunities to young offenders in London, which is a key factor in reducing reoffending.

3. Could you provide results of any evaluation exercises you have undertaken to assess Project Daedalus (including how reoffending is measured)?

IPSOS Mori have been commissioned to undertake a two and half year evaluation of Project Daedalus. The final evaluation report will be completed in March 2012 – this will provide a reconviction analysis and an economic impact analysis. This will support the development of a business case for justice reinvestment, should the programme be successful in reducing reoffending amongst this cohort of young people.

In March 2010 (six months into the programme implementation), an emerging findings report was published which shows young people are speaking positively about their experiences of the programme and the support they are receiving during their period in custody as well as in the community. The full report can be accessed from the GLA's website <http://www.london.gov.uk/publication/project-daedalus-emerging-findings-report>.

The next interim evaluation report is due towards the end of January 2011, which will also be published on the website shortly after release.

Project Brodie

Overview

Project Brodie seeks to raise school attainment and reduce the risk of offending by keeping young people in education. It is a joint project with London Councils, working with schools, councils and the Police across London to intervene and tackle the main causes of unauthorised absence.

Project Brodie focuses on three interlinked themes:

- Reducing bullying and the violent behaviour of some pupils who make others feel unsafe to go to school.
- Reducing absences through early intervention, promoting relevant curricula, and building resilience.
- Enforcing attendance where preventative measures fail: a joint role for local authorities and the Metropolitan Police Service.

The GLA agreed a joint work plan with London Councils, under which each organisation agreed to taking forward a number of deliverables. The GLA is currently delivering on three specific areas of work, these are set out below under question 4.

4. *Could you provide an update on progress with implementation of Project Brodie?*

Safer Learning

We are working with a wide range of partners, including the MPS, representatives from schools, colleges and pupil referral units on our strategic, Mayoral-led approach for safer learning in London. This is a significant piece of work, many aspects of which require ongoing consultation, and we will be presenting agreed actions to partners and the Mayor's Office in the New Year.

Whilst the Mayor has limited formal powers around education, he is in a position to influence the necessary agencies to make schools, colleges, PRUs and academies (as well as the forthcoming 'free schools') safer.

Over the past year, the murders of Sofyen Belamouadden in Victoria tube station and Zac Olumegbon at the PRU in West Norwood are strong reminders that the risk of violence in schools is very real. Tackling violence in, around and on the journey to/from educational establishments is complex and there are no simple solutions. Take for example knife arches: despite some success, they are only really diversionary and alone

do not ensure safety in schools – West Norwood PRU above is reported to have had two knife arches in place at the time of the aforementioned murder.

There is already a significant amount of activity happening across London, however provision is fragmented, inconsistent and reactive and often without focus. While it is right that there should be local responses to local problems, safety in schools can only really prosper where there is clear and consistent support and coordination at a pan-London level. The existing differences in culture and priorities often make it hard to progress a partnership approach beyond words and protocol.

A key product will be a Safer Learners Framework which will include:

- The importance of shared understanding of information about trends, risks in the locality - ward, neighbourhood or cross border.
- Improving quick time (or where possible real time) information sharing on threats to young people's success in learning.
- Supporting the school/college improvement priorities in leadership, curriculum, pupil support or risk management, for example making available specialist teaching resources as part of an early intervention package to prevent crime.
- Support from Police and local authority services to take prevention, challenge and enforcement steps with individuals, groups and families – including safeguarding steps.
- Steps to provide reassurance to learners and communities by agreed visible policing of the school and travel routes.
- Provide support and advice to local partners as to how to mount a coherent, proportionate, rapid and effective response to (a) an incident; or (b) to an anticipated incident.
- Advice on accessing appropriate resources.
- Improved understanding between colleges and schools with reference to individual priorities.

Parent Advocacy in Pupil Referral Units (PRUs)

The original Time for Action consultation response called for a greater emphasis on those young people excluded from school, as well as those who truant. It also called for more of a focus on promoting holistic interventions aimed at the whole family. London Councils, the GLA's Project Brodie delivery partner, suggested stronger links with the London Councils-coordinated 'Back on Track project' (£500k three year project funded by the DCSF to improve the quality and standard of Pupil Referral Units).

Providing support to parents of children who have either entered a PRU, or are about to leave and return to mainstream education, was seen a significant gap in current provision. There was also significant appetite to test restorative approaches to address the causes of school absenteeism.

We are funding five Local Authorities to test how providing advocacy support services to parents can improve outcomes for pupils in Pupil Referral Units (PRUs). The Pathfinder will seek to support parents of children who have either entered a PRU, or are about to leave and return to mainstream education. Along with the significant gap in parenting advocacy in PRUs current provision, this is also an opportunity to test

restorative approaches in addressing the causes of poor school outcomes including persistent absenteeism.

The five Pathfinders are:

- Barking and Dagenham
- Ealing
- Hillingdon
- Lewisham
- Sutton

Funding has been committed until March 2012 and we expect around 100 families a year will be supported by this project. The pilot will be fully evaluated with a final report due in May 2012.

Study into enforcement measures

We have commissioned a study into the efficacy of the court system to increase attendance in London schools. It provides a picture of the current use of existing legal measures to improve school attendance in London, and to identify the barriers that prevent these measures from being effectively implemented.

The report has focused on drawing out those elements of court and enforcement processes which are successful and those which present challenges that prevent their effective and efficient use.

We expect to consult on the report and recommendations shortly.

5. Could you provide details on the extent to which truancy patrols have been able to work with Safer Neighbourhood Teams?

The MPS do not centrally measure or capture the amount of time that either Safer Neighbourhood or Safer Schools officers are involved in truancy patrols. However, most, if not all, Borough officers work regularly in partnership with Education Welfare Officers to assist in general truancy patrols using the appropriate legislation under Section 16 of the Crime and Disorder Act 1998. Since 2006, the Department for Education (formerly DCSF) has no longer required local authorities to report on the number of pupils stopped on truancy patrols and also ceased to coordinate truancy patrols nationally.

As part of Brodie we undertook a survey of enforcement measures in 2009, to which three quarters of Local Authorities responded. All but one of the boroughs undertook truancy patrols in some form or another, and all the patrols were a joint operation between their Education Welfare Service (EWS) or equivalent and the Metropolitan Police. On an individual school basis, it is common for officers to assist school staff with some targeted intelligence lead work on individuals who are persistently absent from schools.

The scale and resources allocated to undertake truancy patrols varies greatly: at one end of the spectrum, one authority undertakes a large scale multi-agency approach which includes 44 truancy sweeps per year, involving up to five agencies per patrol; at the other end, another authority carries out two annual patrols with only EWS and Police.

The survey found mixed views amongst boroughs on the effectiveness of truancy patrols, with some boroughs stating that truancy patrols are not as effective as other approaches in tackling absence, with others stating that truancy patrols are an important and effective component of their overall attendance strategy. Some boroughs felt the threat of a truancy patrol was in itself a good deterrent and well-publicised truancy patrol activity had a significant impact on attendance.

The frequency of patrols has decreased in the last few years, since the Department for Education no longer sets mandatory targets. There has also been a move to more targeted visits (primarily, visits to pupils' homes).

6. *What evidence of success do you have?*

It is still very early days and data around truancy and behaviour dates back to the schools of 2009/10 when Brodie just started.

The five parent advocacy in PRU pathfinders are being evaluated and the final report is due in March 2012.

Evaluation arrangements will be put in place in to measure the impact of the safer learning framework.

Mayor's Scholars

Overview

In the original Time for Action report, a project to support children in care was outlined due to their overrepresentation in the criminal justice system. Since then, there have been many developments in terms of the GLA's involvement in improving the lives of children in care and care leavers in London, please refer to the recently published comprehensive document 'Young Londoners – successful futures' for full information (available here: <http://www.london.gov.uk/publication/young-londoners-successful-futures>).

(6) *Could you provide an update on progress with the Mayor's Scholars scheme?*

As an early deliverable of the Mayor's Scholar's programme, two 'Wise Up' events were held during 2010. The first took place at King's College London in February and, more recently, City Hall hosted an all day event on 17 July for children in care aged 13 and above from across London. Run in partnership with Action for Children and Barnardo's, nearly 100 people attended the summer event. There were workshops, performances and discussion sessions all aimed at raising the aspirations of young people in care and promoting positive pathways into higher education and employment.

The Mayor's Scholar's Near Peer Mentoring Support pilot has begun in the London Boroughs of Hackney and Islington and Royal Borough of Kensington and Chelsea. Each borough is training young people who have been in care and who have been to university as mentors, who in turn are undertaking weekly sessions mentoring local children in care who show aspirations for further or higher education. This pilot is taking

place over the current school/academic year and an evaluation of the project is underway with the University of Westminster. Early progress in Islington and Hackney shows that 18 young care leavers have received mentor training, while 14 have started working with the mentees group on a weekly basis. The whole pilot is funded by the GLA, the (former) Government Office for London and Royal Borough of Kensington and Chelsea.

Six, multi agency, practitioner seminars were run by the GLA and Voice (the charity representing children in care) over Spring and Summer 2010. These were focused on some of the common issues that affect support for children in care, ultimately to promote good practice in order to improve outcomes for children in care and care leavers. The themes were: education, mental health, participation, decision making and reviews, youth justice and advocacy and rights. For example, in the education session legal perspectives were covered especially on exclusion and securing school places, C4EO review findings on the education of children in care, including effective ways to support and skill up carers, and a case study from a Virtual School Headteacher.

7. *Could you provide an update on the Greater London Authority's (GLA) programme to support young people in care to move into employment?*

With the particular concerns that the outcomes for London's children in care fall well below their peers, and that they may lack support to progress their education and training, or access sustained employment, the Mayor has written to the Vice-Chancellors of the eight Higher Education Institutions (HEIs) in London to have been awarded the Quality Mark developed by the Frank Buttle Trust in recognition of excellent support for young people leaving care. While he commended these HEIs for going the extra mile to support students who still face many challenges accessing higher education, the Mayor also strongly urged those Vice-Chancellors in the majority of HEIs which are not yet signed up to the Quality Mark to consider participating in this scheme.

In order to gain the Quality Mark, HEIs are asked to sign up to and monitor the implementation of The Buttle Trust's 'Higher Education Commitment to Care Leavers'. This requires institutions to put practical measures in place to raise achievement for this group, such as a named member of staff to act as 'problem solver' and support to the student in securing 365-day accommodation over the full life of their course.

8. *Could you also identify what role the Mayor's Fund plays in the Scholar's scheme?*

The Mayor's Fund does not currently play a role in the Scholar's scheme.

9. *Is there any cross-over between the Mayor's Scholar programme and the Mayoral initiative run with the GLA, LDA and Transport for London (TfL) to support apprenticeships more broadly?*

There is no direct cross-over from the Mayor's Scholars programme into the apprenticeship opportunities being generated within the GLA Group. The Mayor has already generated over 1,000 apprenticeships opportunities across the GLA Group and is working hard to ensure we achieve our target of 3,000 apprenticeship places by the end of 2012. There are varied routes for young Londoners into the apprenticeship

places being generated, reflecting the diversity of opportunities available, many of which are within the wider supply chain of the GLA Group.

10. *In the light of the abolition of the LDA and the anticipated sharp reduction in funding available we would welcome an update on the Mayor's Academy programme. Is LDA funding a contractual obligation?*

As recommended by the Assembly's Time for Action Panel following the initial document's publication, sponsorship of the Academies programme does not sit within Time for Action.

For further information, please refer to the answers to the following Mayor's Questions asked by Joanne McCartney: MQ 3725 / 2010, MQ 3724 / 2010, MQ 3723 / 2010 and MQ 3722 / 2010, as well the answers to the following Mayor's Questions asked by Tony Arbour: MQ 4199 / 2010 and MQ 4198 / 2010.

Project Titan

11. *Could you provide an update on work to take forward Project Titan?*

Overview

There are four main streams of work in Project Titan :

1. Structured Activities: increasing the number of young people in uniformed youth groups;
2. Mayor's Mentoring Programme: the provision of volunteer mentoring for boys who are at greater risk of offending and violence, both as victims and perpetrators;
3. Marketing and communications campaigns aimed at the wider recruitment of adult volunteers to enable the above two streams to happen and
4. The expansion of the Metropolitan Black Police Association's VOYAGE programme.

This update will cover the marketing and communications campaigns first, before going on to cover the three separate projects under the broad remit of Project Titan.

Volunteering marketing and communications campaign

Both the structured activities and mentoring workstreams rely on the recruitment of adult volunteers, therefore the marketing and communications campaigns are critical to the success of these programmes.

A high-profile Mayoral campaign is currently underway to encourage more men to come forward to provide mentoring and positive guidance to boys at risk of offending. A further, similarly high-profile Mayoral campaign to recruit more volunteers (and more young people) into YOU London's (formerly Project YOU) groups will take place in the Spring.

Mentoring Marketing

Marketing and communications activity for the Mayor's Mentoring Programme has increased in intensity over the Autumn and Winter:

- Production of leaflets and business cards for distribution at events
- Various events targeted during Black History Month in October
- Three 'Mentoring Information Evenings' held at City Hall, with approximately 100 attendees at each
- Articles and advertisements in regional press and relevant specialist media
- Posters on London Underground featuring Ian Wright from the beginning of December for five weeks
- Online blogs from Ray Lewis and Ian Wright
- Specialist radio and TV articles/advertising
- An event for pastors at City Hall to aid recruitment
- Further recruitment through the Community Conversations Programme, taking place in seven boroughs, one a month; Croydon on 14 December; Waltham Forest on 24 January
- Other channels, including barber shops / bus stops / digital / Facebook page set up etc.

Up to 3 December 2010, when the concerted marketing campaign commenced in earnest, there were 350 adult volunteers. At the time of writing, over 650 have signed up to become mentors.

YOU London Marketing

A YOU London Communications Working Group has been set up by the GLA to plan this area of work, comprising GLA staff from various teams and selected representatives from the uniformed youth groups.

Marketing and communications activity includes:

- Re-vamp of existing YOU London website to amend its focus to the attraction of adult volunteers
- Consultation on building entirely new YOU London website to better cope with influx of adult volunteers
- Photo-shoot with the Mayor at the Scout Activity Centre in Docklands with representatives of all the uniformed youth groups, which received wide media coverage (details available on request)
- Mayoral visits to uniformed youth units
- Online blog and article in Children & Young People Now magazine by Mayoral Adviser on Volunteering, Lizzie Noel
- Mass recruitment day to be held on Saturday 7 May 2011
- 'Give it a try' days for adult volunteers to be held over the weekend of 21/22 May 2011

Structured Activities

The Community Safety Unit and the LDA have been working hard throughout 2010 to put together a focused programme that will provide at-risk young people with structured activities in uniformed youth groups.

The Structured Activities Programme was originally to be delivered through an LDA contract worth £1.56m. The LDA and GLA were working to timescales that would have involved a contract being signed in late November.

However, the abolition of the LDA has resulted in a moratorium on any new contracts, thereby delaying the process. Nevertheless, the Mayor remains committed to pursuing the roll-out of structured activities for those living in parts of London where these opportunities do not exist. Until agreement is reached with regard to a final settlement with Government, we are taking the opportunity to revisit the metrics and targets of the programme to ensure the best possible use of public money and to widen the pool of potential delivery partners.

The original specifications of the contract were as follows:

- Two-year project that aims to reach a minimum of 2,500 young people initially.
- Young people recruited into structured, uniformed activities such as those offered by the Volunteer Police Cadets, Scouts, Girl Guides etc.
- Targeted at those aged 10-19 in 12 boroughs who are NEET (not in education, employment or training) or at risk of becoming involved in crime and anti-social behaviour.
- The project could be expanded London-wide with funding from the private sector.
- 2,500 “young people taking part in engagement activities” outputs.
- Overall, the aim is to recruit and train adult volunteers who will in turn increase opportunities for and support the development of 2,500 young people aged 10-19. Of these young people, 25% will be from vulnerable groups.
- As each new group that is established as part of this project will continue to operate post-GLA funding, many more young people will benefit from this investment over and above the 2,500 supported during the expansion.
- Two main areas of work through a delivery partner. The first aim is to ensure that existing groups are running at full capacity by recruiting and training volunteers and working to attract young people with a focus on disadvantaged groups. The second focus of this investment is to develop new groups in disadvantaged communities across London.

Mayor’s Mentoring Programme

This represents a new approach to mentoring that will provide more effective guidance for boys in London.

The Mayor’s Mentoring Programme was originally to be delivered through an LDA contract worth £1.19m. The LDA and GLA were working to timescales that would have involved contracts being signed in January 2011, with mentoring training lasting 6-8 weeks commencing late January 2011 and completing at the end of March 2011, with mentor/mentee matching and relationships commencing in April 2011.

Again, the abolition of the LDA has meant a subsequent delay in getting the project to contract. As a result, timescales for the programme now look like this:

- Stage 1 – Introductory mentoring coaching sessions (January-February 2011)

- Stage 2 – Specification design for mentoring delivery (ongoing)
- Stage 3 – Full mentoring training (commencing April 2011)
- Stage 4 – Mentor/mentee relationships underway (May/June 2011)

The introductory mentoring coaching sessions will serve two purposes: maintaining volunteer mentors' enthusiasm for the programme, while simple expressions of interest in becoming volunteers will be converted into a committed workforce ready for the main training element to follow. The coaching will not apply a particular methodology of mentoring but will serve as an introduction to mentoring (and to volunteering). The end delivery organisation will be responsible for the full training of the volunteer mentors.

These sessions are for those volunteers who came forward in the period before official marketing of the programme began on 3 December 2010. The rationale for this is simply that these people have been waiting longer than more recent volunteers for the programme to begin, so the risk of attrition if coaching is not delivered early in 2011 is greater.

The specifics of the contract are as follows:

- Two-year project, aiming to reach a minimum of 750 boys initially.
- Targets boys aged 10-16 in seven boroughs (Brent, Croydon, Hackney, Haringey, Lambeth, Southwark, Waltham Forest) who are NEET or at risk of becoming involved in crime and anti-social behaviour.
- Matches boys with male mentors, who are screened and trained to provide positive guidance.
- Project could be expanded London-wide with funding from the private sector.
- Total spend for this project is £1.19m.
- The project will recruit and train mentors and match them with vulnerable young people 10-16 at risk of offending, becoming NEET or wider exclusion. The mentor's role will be to support these young people to address the challenges they face. This project will support existing activity across London, and it will be the role of the mentor to enable mentees to navigate these services.

The MetBPA's VOYAGE Programme

We are expanding the Metropolitan Black Police Association's (MetBPA) VOYAGE (Voice Of Youth And Genuine Engagement) programme, by providing funding over three years to recruit more young people and more boroughs, with an aim of running 200 programmes across London. The funding will be for the following activities:

- Expansion of YLFSC (Young Leaders for Safer Cities) to 10 further boroughs from November 2010 to August 2012.
- Running YOLDP (Young Offenders' Leadership Development Programme) in Heron Unit from January 2011 to March 2012.
- Running YOLDP in key YOTs from November 2010 to August 2012.
- Roll-out of "Know Your Rights" seminars to schools in key boroughs from November 2010 to August 2012.
- Roll out of "Violent Crime" workshops to schools in key boroughs from November 2010 to August 2012.

This programme of expansion was to be funded with money from the LDA and therefore, as with the other two strands of Project Titan, it is subject to delays while a final settlement with Government is secured.

12. *Could you set out what steps this programme has taken to build on Project You to support uniformed activities for young people?*

Most of the relevant information can be found in the previous section, under the heading 'volunteering marketing and communications campaign'. Other points to note are:

- GLA officers facilitated early successful discussions to attach an Army Cadet Unit and a VPC Unit to a Pupil Referral Unit in Lewisham.
- The GLA is represented on the Board of YOU London to facilitate these groups in their recruitment drives.
- The GLA is represented on the Board of the VPC, while Kit Malthouse and GLA officers attended the VPC Annual Awards Ceremony.
- GLA officers arranged for a Volunteer Police Cadet to shadow the Mayor as part of the Children's Commissioner's 'Takeover Day'.
- The VPC have been brought in by GLA officers to assist with a number of high profile events connected to City Hall, including the Crime and Community Safety Roadshows and the Peace Awards

13. *What specific roles do Ray Lewis and Richard Taylor have in this programme and what support are they getting from the Metropolitan Police Service (MPS), GLA or LDA?*

Ray Lewis is the Mayor's Mentoring Champion. The mentees for the Mayor's Mentoring Programme will primarily be black boys aged 10-16 who are at risk of serious youth violence, either as victims or perpetrators. It is our belief that this cohort will, in the main, respond best to adult black male mentors and Mr Lewis has been instrumental in assisting with the GLA's reach into these communities in London. Around 80 per cent of the current volunteer mentor body are adult black males. Mr Lewis has also chaired three Mentoring Information Evenings held at City Hall over the Autumn, which served to inform the volunteers more about what is involved in being a mentor as well as providing a forum for them to ask questions. Mr Lewis sourced most of the speakers for these events, which were all oversubscribed and very well received.

Mr Lewis also chairs the Mayor's Expert Advisory Group (MEAG). The MEAG is a small group of leading figures in the black community in London who advise the Mayor on relevant issues. They have been helpful in providing some of the thinking behind the Mayor's Mentoring Programme.

Richard Taylor also assists with championing the Mentoring Programme and he, too, sits on the MEAG.

Mr Taylor and Mr Lewis receive some minor secretarial support from relevant officers in the Community Safety Unit at the GLA as part of the Mentoring Programme.

They receive no support from the MPS or the LDA.

Project Oracle

Overview

The original justification for Project Oracle was:

“There is an awful lot of work going on in London and an awful lot of money being spent trying to sort out young people. Sadly few of the dozens of groups and charities involved can consistently demonstrate that what they are doing has any significant effect. We need to concentrate our energies on understanding what really works, and then allocate resources accordingly... The Mayor believes that he is strategically best placed to initiate joint work... so that the Boroughs and others can target resources precisely and effectively.

As much of the delivery of interventions will be driven or commissioned by the boroughs, the Mayor will engage with London Councils, Directors of Children’s Services, Youth Justice Board, Home Office, Metropolitan Police, voluntary sector and others to determine the detail on how best to take this proposal forward.”

14. *Project Oracle is designed as a repository for best practice and yet, in the first instance, the GLA is promoting the use of a tool kit for financial evaluation of projects. What role has the LDA played in supporting the toolkit, what are the next steps in developing the repository and how will it be funded?*

At this stage there are no plans for Project Oracle to develop a tool kit for financial evaluation of projects. As such, the LDA has not played any role in the development of a tool kit.

We acknowledge that in the Time for Action update document (September 2009), the following paragraph was included under ‘Oracle: deliverables’ -

“London evaluation standard: including frameworks, toolkits and cost/benefit guidelines endorsed by key agencies and partners to help improve consistency of practice across the capital.”

Breaking this statement down into its constituent parts, what this means qualitatively is:

- ‘London evaluation standard’ – this is the Oracle Standards of Evidence, a document based on internationally recognised evaluation and research standards. It ‘sets the bar’ in terms of the evidence required of social projects and programmes aimed at improving outcomes for children and young people in London, before we can confidently say that they ‘really work’.
- ‘Frameworks’ – this is the Oracle self-assessment framework, a 5-level assessment which is situated on the Oracle web platform. It is the practical aspect of the Oracle Standards of Evidence. Practitioners (project managers in the statutory and voluntary sector) can assess themselves against the Standards. The benefit of this is twofold – it gives us an idea of where certain projects and programmes are in terms of evidence (which we then need to validate before being firmly convinced), and it gives the practitioner a benchmark with which they can compare themselves to peers so that they can engage in continuous improvement.
- ‘Tool kits and cost/benefit guidelines’ – there is already a superabundance of tool kits and cost/benefit approaches that are available to both the public and voluntary sectors. Well-established approaches to financial analysis include the HM Treasury’s Green Book for investment appraisal and (in the case of charity-led projects) Cabinet Office/New Economics Foundation Social Return on Investment guidance. There are other more generic toolkits including an excellent website run by Capacitybuilders (www.proveandimprove.org). We do not see any benefit in producing new tool kits for Oracle – our Standards are derived from established international evaluation and research practice, and we will therefore be providing signposts to other existent tools.
- ‘Consistency’ – we recognise the need to push for consistency in what ‘good evidence’ looks like, and we feel we can meet this requirement in the application of the ‘Standards’ document (referred to above) to the realities of London.

The Oracle challenge

Project Oracle (understanding and sharing what really works) is a complex product. We recognise that the end-vision of this project cannot be achieved by the GLA alone. Oracle responds to the widespread agreement on the need to address causes, rather than just symptoms: a stronger focus on quality early intervention and preventative work to balance current enforcement efforts. Commissioners and service providers have called for easily accessible information on ‘what really works’.

It is our responsibility to produce a quality product that our three main stakeholder groups (practitioners, commissioners and policy makers) can all understand and buy into. This is a challenge in its own right. This product will revolve around the on-line ‘repository’; however, in practical terms, it is worth bearing the following environmental conditions in mind:

- A website/repository has no value if it is not useful and therefore not being used;
- By the nature of early intervention and crime prevention, the returns of these programmes are not visible for a number of years after the initial investment. It

is therefore fundamental that the theory or logic behind these projects/programmes, as well as their practical 'deliverability', is sound;

- There is a wealth of good evidence from the UK and elsewhere on 'what works' in early years (0-5) – less so for programmes moving into adolescence (particularly those based in the UK);
- London-specific evidence is patchy, because investment in these programmes has been quite haphazard (as opposed to systematic) to date;
- London demonstrates a wealth of activity, particularly voluntary sector, in the field of children's services and youth crime.

The inherent tension is therefore that we should either a) compel providers to deliver evidence-based models while remaining true to the factors that made those theories work in the first place or b) we should significantly invest in evaluating and up-scaling our existent provision, so as to obtain London-relevant evidence.

Either one of these two approaches requires a concerted strategic commitment from London's key funding agencies, both statutory and non-statutory. Other than the organisations currently involved with the Oracle Delivery Board (including the MPS, London Funders and YJB), Oracle will need to act as an advocate and champion of evidence-based commissioning, so that all funders shape the market to get the best possible results. This is a system-level challenge that cannot be accomplished by the GLA alone, however the Mayor is the only figure in the capital capable of drawing all the relevant agencies together.

Practical steps

What we have done:

- The Oracle 'Standards of Evidence' document has been delivered and is available on request;
- In September, we selected 10 pilot projects to work with so that we can fully understand their origins (from a funding perspective), the theory behind why they should work, the level of evidence to support as to whether they do work, and their aspirations moving forward (whether they are interested in expanding both geographically and in size). The pilots have also been instrumental in shaping the requirements for the Oracle 'repository' (See Appendix A for list of pilot projects);
- In November, we delivered 10 practitioner workshops, attracting 109 individuals from 78 different organisations. Our objectives were to inform, consult and educate both statutory and voluntary sector project coordinators about good evidence and evaluation, in order to make them self-evaluating. As a result, we now have Oracle practitioner guidance available in draft format (to be signed off in January);
- In October/November, we constructed the first release of the Oracle website. At the moment, the website is very lightweight and principally contains the self-assessment referred to above – it will be tested together with the guidance early in the New Year, principally through work with the 10 pilot projects referred to above.

What we are yet to do:

- The next release of the Oracle website, to be visible and available, will be delivered by March 2011 (this will be done through resources based in City Hall with little/no further funding required);
- By that stage, we expect to have worked with a further 20 pilot projects to further develop and understand their contribution within the context of the London system;
- A series of events will be occurring from January 2011 onwards. These include – further practitioner workshops to work with front-line organisations using the Oracle methodology, as well as more strategic seminars for key decision makers. (One of each such event is already booked for January).
- We need to work intensively with funders (both statutory, and grant-making trusts and corporates) to establish how the Oracle website could be used in guiding funding decisions on a systematic basis.

Recent Government policy suggests that Oracle remains an important initiative worth pushing, see for example:

- Government Green Papers – in particular, ‘Modernising Commissioning’ and ‘Breaking the Cycle’ talk extensively about payment by results.
- Graham Allen MP’s review of early intervention:
<http://www.epolitix.com/latestnews/article-detail/newsarticle/review-into-early-intervention-launched/>
- Children and Young People Now Editorial on evidence-based projects and small charities:
<http://www.cypnow.co.uk/Archive/1043787/Help-small-charities-prove-worth/>
- NAO report on the absence of evidence around rehabilitating young offenders:
<http://www.bbc.co.uk/news/uk-11960554>. “The most challenging offenders were proving difficult to reform, said the NAO, and *three quarters of youth offending managers agreed that it was difficult to find evidence of what worked.*”

In terms of funding for the future, we need to establish how the Oracle model will be supported and resourced going forward. Specifically, what partners are required in order to take Oracle to the next level and is it possible to endorse Oracle on a cross-party basis because it makes sound economic and scientific sense? Current levels of financial and operational support are detailed in the box below:

Human resource

- One FTE Grade 8 SPPO; intern support (unpaid).
- Other agencies (GLA/MPA/MPS) – two MPS civilian staff (and staff from other partners) attend a quarterly 2-hour meeting.

Financial resource:

Expenditure to-date

- £50k for Oracle Standards of Evidence
- £25k for consultation and practitioner guidance

Appendix A –First tranche of Oracle pilot projects

London Action Trust, 'Black self-development project'

Prince's Trust, 'Team' programme

Capital Conflict Management, Mediation services

Black Police Association, Voice of Youth and Genuine Empowerment (VOYAGE)

St Giles' Trust, SOS Project

London Youth, Positive Change project

Lambeth Young and Safe / Brathay Trust, 2 XL (formerly X-It) project

Jonathan Asser (BACP), Shame/Violence Intervention (SVI)

Safer Lewisham Partnership, Trilogy + project (Pathways implementation)

Cricklewood Homeless Concern, YES! project

COMMUNITY SAFETY

Action Plan 2010/11 - PROJECT DAEDALUS

STRAND	ACTIVITY	TIMESCALE
Daedalus 1 – Development of the Heron Unit at Feltham YOI and implementation of a resettlement broker model	Broker an offer of 24 training and employment opportunities for young Londoners leaving the Heron Unit on major construction projects (eg. via Bovis Lendlease).	April 2010
	Through officer representation on 1) Daedalus Project Board, 2) Daedalus Operations Group), 3) Rathbone Consortium Group and 4) Escalation Group meetings, ensure the project continues to be delivered in line with Mayoral thinking.	February 2011
	Lead and drive borough engagement meetings, meeting regularly with Youth Offending Teams, Directors of Housing, Community Safety Teams, Children and Young People Services and third sector providers in the community to ensure continued and increasing buy-in and take-up of Daedalus.	March 2011
	Design, commission and manage emerging findings evaluation report.	May 2010
	Specialist input into development of effective programme for positive activities, offending behaviour and life skills in the Heron Unit.	June 2010
	Joint working with the London Criminal Justice Partnership on cultural intervention plan, incorporating Project Daedalus into City Congress as standing item and ensuring direct Mayoral contact with key practitioners.	July 2010
	Oversee halfway-point evaluation of the project.	October 2010
	Organise and deliver high profile Mayoral event to mark the progress achieved one year on from the launch of Project Daedalus.	November 2010

Expansion of the resettlement broker model: Daedalus 2 - Resettlement Broker support for all young Londoners leaving custody (HMYOIs Feltham and Cookham Wood). Daedalus 3 - Resettlement Broker support for young women leaving HMPs Holloway and Downview. Daedalus 4 - 18-19 year olds on probation	Negotiate for funding, lead and drive pivotal governance arrangements for three new projects (Daedalus 2, 3 and 4 [LDA specs 2-4]), expanding Resettlement Broker model to all London boroughs, two new custodial establishments and five further third sector organisations (50 in total).	August 2010
	Lead on designing and negotiating similarly robust approaches to Daedalus 2-4 as with Daedalus 1.	March 2011
	Institute joint operational group to drive delivery of Daedalus 2-4, engaging with lead providers and local authorities across London to forge greater awareness of new projects, robust referral processes and establish procedures for effective joint working.	July 2010
	Review with partners to refine the intake identification and release support processes, in parallel with Daedalus 2-4 becoming operational.	December 2010
Increasing employment opportunities for young offenders on release	Initiate with London Councils joint working enterprise to engage local authorities in developing innovative procurement practices to reflect the Mayor's commitment to a justice reinvestment approach.	May 2010
	Bring together a new partnership model for the expansion of Cisco's PICTA project (Prisons ICT Academies) into the community, providing structured ICT training and progressions in the employment market through Cisco's supply chain and existing major partners.	August 2010
	Develop and support comprehensive communications strategy to raise the profile of the Mayor's programme to reduce the rates of reoffending among young Londoners in the Criminal Justice System and increase the rate of entry into sustained training and employment for this cohort.	November 2010

COMMUNITY SAFETY

Action Plan 2010/11 - PROJECT BRODIE

STRAND	ACTIVITY	TIMESCALE
Overall programme governance and development	Develop deliverables on promoting safer educational environments, preventing absence and enforcing attendance, secure agreement from London Councils and London Children and Young People Partnership.	Ongoing from February 2010
Support the MPS in strengthening and extending Safer Schools Partnerships in and across London, including to primary schools, Pupil Referral Units and FE colleges.	Set up and launch an ongoing 'round table' between further education college principals, senior officials from the GLA, Mayor's Office, London Councils, Association of Colleges (London Region) and MPS to explore the expansion of the Safer Schools Partnership model to further education colleges.	April 2010
	Work as an honest broker between the MPS and schools in order to identify areas where there are specific problems with truancy, violence and low attainment, with a focus on improving inter-agency working and strengthening local Safer School Partnerships.	Ongoing from May 2010
Support the extension of school and college programmes aimed at reducing bullying and the risk of violence; promote good practice in this area of work.	Establish relationships with all London secondary school Chairs of Governing Bodies on behalf of the Mayor, to identify best practice on anti-bullying strategies and effective anti-violence projects.	June 2010
	Research and consultation to identify promising schools-based programmes to reduce bullying and violence, to raise the profile of good work (through Project Oracle) and to assist commissioners in local authorities. *	September 2010

Profiling persistent absentees	Produce maps on persistent absentees, by demographic trends, across London so future activity can be prioritised and targeted in the right areas. *	September 2010
Delivering interventions aimed at tackling exclusions: PRU parenting pilot: innovation to test restorative justice approach in families with parenting difficulties.	Design, develop and commission a 'parent advocacy pilot' for targeted Pupil Referral Units, exploring ways to better support parents of students who are making the transition from or to PRUs from mainstream education and in turn improve educational outcomes and reduce unauthorised absences.	April 2010
	Consult on and implement the parenting advocacy pilot with service providers and participating boroughs for an initial twelve-month period.	July/August 2010
	Commence work on the parenting advocacy pilot with participating institutions – finalising governance arrangements and performance management/evaluation framework.	September 2010 onwards
Assisting with improving consistency and use of enforcement measures	Specify and commission a study into the efficacy of enforcement measures to tackle truancy, including mapping of various approaches across London and identifying promising approaches where they exist.	April/May 2010
	Analyse the results of the April 2010 courts study and on the basis of findings, develop pan-London guidance to effective truancy enforcement for the use of schools and courts.	July/August 2010
Increasing the use of technology (SMS/texting) to alert parents/carers of non-attendance.	Increase the use of technology to improve school attendance (resources tbc).	March 2011

* NB: Project Brodie is a joint project between the GLA and London Councils and responsibility for leading on the different work strands has been allocated accordingly. The above action plan only relates to work being led by the GLA (with the exception of the asterixed action).

COMMUNITY SAFETY

Action Plan 2010/11 - MAYOR'S SCHOLARS

STRAND	ACTIVITY	TMESCALES
Near peer mentoring scheme	Develop framework for near-peer support pilot programme – including drafting funding agreement, agreeing milestones, developing programme structure and content.	November 2009 – March 2010
	Prepare a tender specification for the evaluation of the near-peer support programme and establish a selection process ahead of appointing a contractor to design and deliver the programme evaluation.	June 2010
	Mayor's Scholars contribution to broader Children in Care policy launch event, targeting stakeholders including practitioners and policy makers.	June/July 2010
	Delivery of near peer support programme begins in 3 pilot boroughs – training up care leavers at university as accredited mentors, matched with younger children in care in order to support and guide those younger peers.	July 2010
	Track, manage and monitor progress of near peer support programme, oversee evaluation and develop coordinated communications plan to raise awareness of Mayoral commitment to children in care.	July 2010 – July 2011
	Negotiate and implement a London-wide roll-out of Near Peer Support Programme across all participating London boroughs	July - December 2011

	Design Year 2 Programme for Mayor's Scholars, based on review of first year pilots, consultation with partners, and evaluation outcomes.	August 2010 – March 2011
"Wise up" – Children in care pathway events	Prepare and deliver 'Wise Up' event (to be held in central London universities), open to all children in care in Years 9 and 10 across London to provide students with career and educational 'taster' sessions and information on pathways into tertiary education.	November 2009 – February 2010
	Deliver second 'Wise Up' event – as above, open to all children in care in Years 9 and 10 across London to provide students with career and educational 'taster' sessions and information on pathways into tertiary education.	June/July 2010
Multi agency practitioner seminars	Organise and deliver a number of multi-agency practitioner seminars to be held in City Hall to assist teachers and social workers to work across professional barriers in order to improve outcomes for targeted looked after children.	May - July 2010

COMMUNITY SAFETY

Action Plan 2010/11 - PROJECT TITAN

STRAND	ACTIVITY	TIMESCALE
Volunteering	Launch a London-wide campaign/call for action on adult volunteering and employer supported volunteering, with a focus on volunteering on structured activities for young people, mentoring and other youth provision, and volunteering across London's criminal justice system.	October 2010
	Develop and launch a targeted campaign to promote student volunteering in YOU London and similar youth organisations, as well as with agencies across London's criminal justice system – web-based and online as well as on-campus roadshow with participating tertiary education institutions.	September 2010
Structured Activities	Collaboration on a targeted pilot project that will aim to establish new uniformed youth group units in areas with new and emerging communities in locations suffering from the impacts of serious youth violence.	August 2010 onwards
	Drive the regional and sub-regional level work to enhance the viability of uniformed youth organisations, including local authority support for volunteering and structured youth activities through the City Charter.	October 2010
Mentoring	Alongside the LDA, work with key stakeholders and service providers to improve coordination and commissioning of mentoring provision in London.	May 2010

	Launch of GLA mentoring initiative that increases the available pool of talented mentors so that targeted young people benefit from 'the right kind of mentors and the right kind of mentoring', including a campaign to increase the pool of talented mentors from Caribbean/African communities.	July 2010
	Rollout of applied mentoring pilot, supporting at-risk young people into structured activities that build confidence, improve educational attendance, and boost employability through new skills and training.	September 2010 onwards
Parenting	Develop a mechanism to address identified parenting issues in regards to addressing key youth behaviour linked to serious youth violence.	February 2011

COMMUNITY SAFETY

Action Plan 2010/11 - PROJECT ORACLE

STRAND	ACTIVITY	TIMESCALE
Programme development	Provide secretariat for the Project Oracle Delivery Board.	April 2010 onwards
Evaluation Standard	Complete development of the London Evaluation Standard.	May 2010
	Establish and act as secretariat for independent Challenge Panel, made up of leading academics and practitioners, to rigorously test evaluation standard until fit for purpose and public launch.	March 2010 – July 2010 (planned)
	Design, develop and deliver conference and formal launch and showcase of the evaluation standard and wider toolkit for London.	July 2010
	Establish a programme of activities and events to support the roll out of the evaluation standard	March 2011
	Negotiate with partners, including local authorities, MPS, LDA and others (both commissioners and providers) to sign up to the use of the evaluation standard.	February 2011
Oracle web repository	Design initial website ('portal') for launch on GLA website, to be developed further technically, qualitatively and functionally to incorporate evaluation standard, self assessment toolkit, assessment framework and repository.	January 2011
	Coordinate and deliver initial listings of a number of independently evaluated cross-sector London-based projects on the Oracle repository / web portal.	July 2012

	Identify a mechanism for long-term sustainability of the repository.	March 2012
Research programme	Complete initial desktop research on understanding the problem to be solved on serious youth violence, to be taken forward during 2010.	June 2010
	Establish the ongoing research programme, commissioning academic research to fill gaps into understanding of serious youth violence in London.	September 2010