

GREATER LONDON AUTHORITY

Mayor's Office

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Ms Joanne McCartney AM
Chair, Time for Action Panel
City Hall
The Queen's Walk
London SE1 2AA

Our ref:
Date: 24 August 2011

Dear Ms McCartney,

Please find below and attached answers to the questions you raised in your letter to me of 1 August 2011 regarding the Mayor's Mentoring Programme.

- The decision panel for the award of the funding was made up of Ray Lewis, the Mayor's Mentoring Champion; Ron Belgrave, Head of Community Safety, GLA and myself. The selection process was assisted at various points by other members of staff. Roger Hadwen, Senior Policy & Projects Officer, Violent & Youth Crime Team, Community Safety Unit, had a prominent role in co-ordinating the process as the Lead Officer for Project Titan.
- Ten complete bids were received, led by:
 - University of East London (UEL)
 - Black Training Enterprise Group / Mentoring & Befriending Foundation
 - Freeman Oliver
 - Active Communities Network
 - Nacro
 - Council of Ethnic Minority Voluntary Sector Organisations (CEMVO)
 - Kids' Company
 - African Caribbean Diversity
 - Striding Out
 - Ruskin
- A copy of the Request for Proposals, which includes the criteria used in the assessment process of all the bidders is attached at Appendix I.
- There are no evaluations per se. The procedure was carried out in accordance with the GLA's Funding Agreement Toolkit. The bid and assessment process is outlined in the relevant Mayoral Decision document awarding the funding to UEL's consortium – MD856, which is included at Appendix II. The financial due diligence report, which was key to the final decision, is included at Appendix III.
- UEL's consortium includes black-led organisations who will carry out the work at borough level in the seven target boroughs as follows: London Action Trust (Hackney, Haringey, Lambeth), Ethos Consultancy (Brent, Croydon), the Kiyan Prince Foundation (Southwark) and the Soul Project (Waltham Forest).

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I look forward to the invitation to attend the next meeting of the Time for Action Panel. I would also like to bring along Ray Lewis, the Mayor's Mentoring Champion, and Roger Hadwen, the GLA officer who leads on the Mayor's Mentoring Programme.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Lizzie Noel', with a stylized, flowing script.

Lizzie Noel

Mayoral Advisor on Social Action and Volunteering



**UK Statistics
Authority**

UK Statistics Authority
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Chair of the UK Statistics Authority, Sir Michael Scholar KCB

Rt. Hon. Keith Vaz MP
Chair, Home Affairs Committee
House of Commons
LONDON
SW1A 0AA

21 October 2011

Dear Mr Vaz

STATISTICS ON JUVENILE RE-OFFENDING

I am writing to you about statistics on juvenile re-offending rates which have been the subject of recent political and media interest, and of comment by the Mayor of London during recent oral evidence to your Committee. In that evidence, it was suggested that re-offending rates in the Heron Wing at Feltham Young Offenders Institution have been cut from 80 per cent to 19 per cent. This was repeated in Press Notices published by the Mayor's Office and in the national press on 19 September 2011.

I attach a note by UK Statistics Authority officials which sets out the facts on this matter, so far as they can discover them. This note shows that the Mayor's evidence to your Committee is not supported by the Ministry of Justice's published statistics (the Ministry of Justice is responsible for the relevant National Statistics); nor is it supported by any statistical analysis published by the Mayor's Office.

I believe that it would assist informed public debate on this matter if there were a proper presentation of the relevant statistical material. I should point out that the Statistics Authority does not have any powers to require publication of statistical analysis of this kind; that the work of the Mayor's office is not covered by the Code of Practice for Official Statistics; and that the Mayor declined to agree with my request several months ago that he should voluntarily undertake to conform with the requirements of the Code.

Your Committee may wish to consider whether it would support the Authority's call for the full statistical background to these figures to be published by the relevant bodies.

I am copying this letter to the Mayor of London, to the Justice Secretary, the Chair of the House of Commons Justice Committee, the National Statistician, and the Head of Profession for Statistics at the Ministry of Justice.

Yours sincerely

Michael Scholar

Sir Michael Scholar KCB

Issues

1. Claims made by the Mayor of London about reoffending rates at the Heron Unit at Feltham Young Offenders' Institution do not appear to stand up to scrutiny. Advice about the limitations of the figures was not followed.
2. Claims made about the national juvenile reoffending rate are at odds with the National Statistics.
3. The comparisons that have been made between national reoffending rates and reoffending rates at the Heron Unit are inappropriate; it is not explained that these comparisons do not control for the different characteristics of offenders.

Claims made

1. *18 November 2010 – Mayor of London press release¹:*
"Launched by the Mayor one year ago as part of his Time for Action programme to tackle youth violence, the Heron Unit, at Feltham Young Offenders Institution is the UK's first dedicated resettlement unit for 15 -17 year olds and has a low re-conviction rate of 14 per cent, compared to the 78 per cent re-offending rates for young offenders nationally."
2. *20 June 2011 - Mayor of London, writing in The Sun²:*
"I've taken a different approach to the revolving door of offending with the prison wing - Heron - I opened at Feltham Young Offenders Institute. On the wing we've managed to halve that national youth re-offending rate of 78 per cent by allocating each prisoner an individual "motivational" member of staff who helps them sort out their lives during their jail term, then works with them for a year after their release."
3. *6 September 2011 – Oral evidence by the Mayor of London to the House of Commons Home Affairs Committee³:*
"That is why I think what we are doing with the Heron wing at Feltham is so important where by taking people, young people, who are willing to turn their lives around, who seem most able to be redeemed if you want, they are educated, they are given inspiration. We cut reoffending rates in that wing from 80 per cent to 19 per cent. That is a model that I think should be replicated around the country."
4. *19 September 2011 – Mayor of London, writing in The Telegraph⁴:*
"We are working with the Justice Department to expand the work of the Heron unit in Feltham, where re-offending rates have been brought down from about 80 per cent to about 20 per cent."

Statistics Authority comment

1. Reoffending at Heron

We understand that the figures for reoffending at the Heron Unit come from internal, unpublished, management information. We also understand that the management information contains the following caveat:

"This is based on anecdotal information and does not represent a re-conviction rate and should not be used publicly"

The figures do not use the recognised Ministry of Justice (MoJ) method for calculating reoffending rates: i.e. that reoffending should be calculated one year after release from custody. It is therefore likely to be an underestimate of reoffending, and is not comparable with the national figure.

¹ http://www.london.gov.uk/media/press_releases_mayoral/boris-johnson-nick-herbert-visit-pioneering-prison-cutting-re-offen

² <http://www.thesun.co.uk/sol/homepage/news/3647252/Boris-Johnson-tells-Ken-Clarke-No-soft-justice.html>

³ <http://www.publications.parliament.uk/pa/cm201012/cmselect/cmhaff/uc1456-i/uc145601.htm>

⁴ <http://www.telegraph.co.uk/comment/columnists/borisjohnson/8772730/Britain-should-bang-up-the-trouble-makers-but-lets-turn-them-round-too.html>

2. Reoffending nationally

The Mayor makes two claims: 1) reoffending nationally is 78 per cent, 2) reoffending at the Feltham wing has been brought down from 80 per cent. It is not clear what information the latter claim is based on.

MoJ has confirmed that the figure of 78 per cent is not immediately recognised. The correct figure for reoffending rates for young offenders nationally is 36.9 per cent (2009 National Statistics figures published March 2011).

The rate for offenders released from custody is higher – 71.9 per cent for the 2009 cohort.

Annex Further information on the available official statistics and their comparability with management information on the Heron Unit

The National Statistics provide different rates for different sentence types and different offences. However, MoJ warns that "frequency rates by sentence type should not be compared to assess the effectiveness of sentences, as there is no control for known differences in offender characteristics or other factors that may affect both re-offending and the type of sentence given".

The Heron Unit

The Heron Unit is a 30-bed enhanced resettlement unit in Feltham. It has been commissioned by the Youth Justice Board in partnership with the London Criminal Justice Board, the London Development Agency (LDA) and the Greater London Authority (GLA) as a pilot project for two and a half years beginning 29 September 2009. The programme aims to "break the cycle of youth reoffending by delivering an enhanced resettlement programme to young people".

Criteria for placement

Young people aged 15 to 18 (not including those sentenced at aged 18 or over) from one of six Boroughs (Croydon, Hackney, Lambeth, Lewisham, Newham, Southwark) made subject to a Detention and Training Order.

- Young people are assessed according to their levels of motivation and readiness to engage. Complexity of resettlement needs is taken into account.
- There is a presumption that young people participating on the programme will be suitable for Release on Temporary Licence (ROTL) as ROTL can make a significant contribution to effective resettlement. However, in certain circumstances those not eligible for ROTL may still be considered.
- This group includes young first timers in custody, as well as those who may have been in custody previously.

Young people deemed not eligible for consideration of a placement on the Heron Unit

- Young people subject to Mandatory life sentence for murder.
- Young people subject to Detention for public protection.
- Young people subject to sentence of over four years (extended sentence for certain violent or sexual offences).
- Young people who demonstrate "consistently challenging or disruptive behaviour and a lack of engagement with interventions".
- "Determined disruptives" who "take every opportunity to challenge the regime in an establishment".

Available statistics on juvenile reoffending

There is a single, headline national reoffending measure, published by MoJ. This was developed to measure a national target. The measure does not track all the offenders in a given year, but instead looks at a 'cohort'. The cohort is made up of all offenders discharged from a custodial sentence or starting a community sentence in the first three months of each calendar year (January to March) – for juveniles the cohort also includes those receiving an out-of-court disposal (reprimand or final warning) and other court convictions.

The results drawn from the cohort are not representative of reoffending over the whole year but provide a point of comparison which can be used to indicate progress in reducing reoffending. The same time period is used each year to ensure consistent and fair comparisons can be made over time.

Statistics are published annually by the Ministry of Justice in *Re-offending of juveniles*⁵. Results from 2010 and 2011 would have been the most recent statistics available to the Mayor of London for his press release of November 2010 and his appearance at the Home Affairs Select Committee in September 2011.

The results cover juveniles released from custody (either from Young Offender Institutions, Secure Training Centres or Secure Children's Homes) or commencing a non-custodial court disposal or given an out-of-court disposal (either a reprimand or final warning).

MoJ produces both 'actual' reoffending rates, i.e. the proportion of the cohort that reoffend, and 'predicted' reoffending rates, i.e. controlling for changes in offender characteristics between the different cohorts. The latter is better for understanding progress in reducing reoffending over time, but the former is a better indicator of the actual level of reoffending in a given year.

Reoffending of juveniles: results from the 2009 cohort (published 17 March 2011)

Total number of juvenile offenders who reoffended was 36.9 per cent.

Table 1: Actual re-offending rates by index offence, 2009 cohort

	Actual re-offending rate
Violence (serious)	30.3
Violence (non serious)	34.1
Robbery	46.7
Public order or riot	42.8
Sexual	25.0
Sexual (child)	15.2
Soliciting or prostitution	*
Domestic burglary	54.2
Other burglary	41.3
Theft	29.6
Handling	47.5
Fraud and forgery	35.4
Absconding or bail offences	67.0
Taking and driving away and related offences	42.9
Theft from vehicles	48.7
Other motoring offences	44.0
Drink driving offences	22.5
Criminal or malicious damage	38.0
Drugs import/export/production/supply	34.1
Drugs possession/small scale supply	38.0
Other	58.6
Total	36.9

*Data removed as extremely low numbers (less than or equal to 10 offenders or 10 offences) make the data unreliable for interpretation.

⁵ <http://www.justice.gov.uk/publications/statistics-and-data/reoffending/juveniles.htm>

Table 2: Actual re-offending rates by index disposal, 2009 cohort

	Actual re-offending rate
Out-of-court disposal	23.7
First-tier penalty	45.3
Discharge	52.3
Fine	56.5
Referral Order	37.1
Reparation Order	67.2
Community penalty	66.9
Attendance Centre Order	66.0
Supervision Order	70.4
Action Plan Order	61.1
Community Rehabilitation Order	66.1
Community Punishment Order	61.5
Curfew Order	67.1
Unknown	68.2
Custody	71.9
Other disposal	61.5
Total	36.9

Information not available from official statistics

- Reoffending at regional level
- Reoffending rates for the specific type of offender that meets the criteria for the Heron Unit – e.g. 'most motivated to change'.

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Rt Hon Keith Vaz MP

Chairman
Home Affairs Committee
House of Commons
7 Millbank
London SW1P 3JA

Our ref: Daedalus

Date:

27 OCT 2011

Dear Keith

I am writing in response to your letter of Friday 21 October.

The Heron wing at Feltham Young Offenders Institution is the first of its kind in the country to attempt to create a comprehensive and ambitious solution to break the vicious cycle of re-offending. That is why I remain confident it will prove to be a thoroughly beneficial investment when the full analysis of the unit is delivered early next year.

On the question of measuring the reoffending rate after offenders leave the Heron wing, let me be absolutely clear: it is simply too soon to arrive at a final figure directly comparable to the national average. The final reconviction statistics can only be released once the full evaluation is completed early next year.

The interim figures for the unit calculated by the London Criminal Justice Partnership (which is independent of City Hall) suggest that the reoffending rate for the unit's first year of operation was 19 percent.

As the Heron unit has been operational for less than two years, at your hearing I should perhaps not have given the impression that the new unit's original reoffending rate was around 80 percent. I should have made it clear that I was comparing the unit's 19 percent figure with the national average for young men leaving custody, which was 77.6 percent during that period (according to Ministry of Justice data, available at:

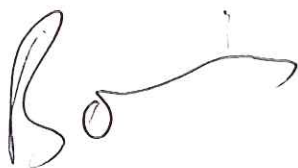
<http://www.justice.gov.uk/downloads/publications/statistics-and-data/mojstats/tables-juveniles-2009.xls>).

Of course, fluctuations in reoffending rates will occur over time as the unit takes on more offenders, but the final reconviction data will not be calculated until the full evaluation is completed early next year – two and a half years after the start of this incredibly worthwhile project.

I remain totally committed to supporting those young offenders who are motivated to turn their lives around. The Heron Unit is already recognised by criminal justice specialists as an invaluable tool in achieving this. I am proud that the Ministry of Justice recognised the unit's innovative approach in their Sentencing Green Paper, and encouraged by the Youth Justice Board's recent acknowledgement of the unit's contribution to improving resettlement in their recent Strategy for the Secure Estate.

We should all focus now on supporting the unit's impressive work and no longer be distracted by premature conclusions until the final evaluation is complete.

Yours ever,

A handwritten signature in black ink, appearing to be 'Boris Johnson', with a stylized flourish at the end.

Boris Johnson
Mayor of London

GREATER LONDON AUTHORITY

Mayor's Office
Kit Malthouse AM
Deputy Mayor for Policing
Chairman of the Metropolitan Police Authority

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Joanne McCartney AM

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

Date: 2 November 2011

Ref: KM/JMC/ TFA

Dear Joanne,

Project Daedalus: Re-offending rates from the Heron Unit

I write in response to your letter dated 28 October, in which you sought clarification of the latest reconviction data from the Heron Unit. Unfortunately, due to a longstanding previous engagement, I am unable to attend this Thursday's Time for Action Panel. I am therefore setting out the position in a letter as you asked.

As part of their management role for Project Daedalus, the London Criminal Justice Partnership (independent of City Hall) provides monthly data for the partnership, including the GLA, in a number of areas such as numbers of starts on the Heron Unit, numbers into education, training and employment and 'anecdotal' reconviction data (in line with the caveats contained in my statement to your panel in January that you helpfully included in your letter).

In your letter, you requested "the very latest data from the Heron Unit". I am providing fuller data than you asked for. The latest picture is as follows:-

- From end September 2009 to end September 2011, 225 young people have started the Daedalus programme and 178 have been discharged into the community;
- Of those who have left the Heron Unit, 40% have gone into education, training or employment (ETE) within 4 weeks of discharge from the Unit;
- 32% have sustained ETE for 6 months;
- Of those released from the unit between September 2009 to February 2011, 39.7% had been reconvicted up until May 2011. Since May, owing to data sharing protocol issues between the LCJP and Youth Justice Board, no more recent information relating to reconviction data is available. The 18.7% figure quoted in your letter was provided to you in January this year, together with all the appropriate caveats; I can confirm that, at that time, this was the most up-to-date figure available.

You refer to the discussions between the Mayor and Keith Vaz., Chairman of the Home Affairs Select Committee. I am enclosing a copy of a letter which Boris sent him on 27 October. This makes clear – in line with what I told the Panel in March – that the average national reconviction figure for young men leaving custody was 77.6% (up until March 2011) according to published Ministry of Justice data. It is also worth pointing out that the 36.9% “reoffending” figure quoted for 2009 in the public letter from the UK Statistics Authority relates to young people, both male and female, subject to all court disposals – including fines, absolute and conditional discharges, community sentences as well as custody.

I would like to emphasise that, in relation to the reoffending rate of 39.7% above, we will not have an updated figure until the final reconviction analysis is produced next year following the full evaluation already commissioned from Ipsos Mori. That data set will also include the reincarceration rate, which is of course, one of our primary objectives.

I trust this clarifies the position.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kit', followed by a horizontal line.

Kit Malthouse AM

Deputy Mayor for Policing
Chairman of the Metropolitan Police Authority

Communities and Intelligence

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Camelia Thomas
Clerk, Time for Action
City Hall
The Queen's Walk
London SE1 2AA

Date: 17 November 2011

Dear Camelia,

Thank you for your letter of 14 November. Please find below and enclosed my response to honour the commitments I made at the Time for Action Panel meeting on Thursday 3 November.

- **Confirmation on whether any GLA official had been quoted using the 80%/20% reconviction, differential, figures that were discussed at the meeting;**

I can confirm that, to the best of my knowledge, no GLA official has been quoted as using these figures.

At the first Time for Action Panel (16 March this year), Deputy Mayor for Policing Kit Malthouse and I were involved in a discussion with the panel where these figures were stated. I am confident that – although a figure of “20% odd” was used – the requisite caveats were also used to ensure no misleading comparisons could be made with the national average figure.

- **Clarification on the data sharing protocol between London Criminal Justice Partnership and the Greater London Authority, particularly concerning the collection of data on reconviction rates;**

The Memorandum of Understanding between the LCJP and GLA states that information and project documentation is shared fully among the partnership.

You will note from the enclosed management data that a warning exists against using the reconviction data publicly. This was introduced in January 2011 (in the November 2010 dashboard, disseminated in January). Despite this, it has always been agreed and understood between the partners that there would be times when we could all refer to it in response to questions about the performance of the unit – in the absence of any other data – accompanied by the agreed caveats. Clearly, there is an expectation that it would be unrealistic to withhold any information relating to the performance of such a high-profile project until after it has finished. Requests for performance data have come in from a number of sources, including the Assembly itself, over the past three years, and the partnership has always felt it necessary to cooperate as much as it could to show how public money is being put to good use.

- **Provision of re-conviction monthly management data (from March 2012-11);**

Please find this attached in the appendix.

- **Clarity over the criteria to be used to demonstrate to the Ministry of Justice, the success criteria of the Heron Unit and the timeline for the decision-making process.**

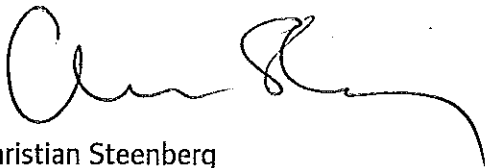
The two and a half year independent evaluation of Project Daedalus is being carried out by Ipsos Mori; the main themes are as follows:

- Set up and delivery of the programme
- Characteristics of young people on the programme
- Role of custody (Heron Unit) and community
- Role of the Resettlement Broker
- Wider service provision
- Delivery of the programme
- Outcomes
- Engaging young people
- Distance travelled
- Sustainability of the programme
- Payment by results
- Reoffending and reconviction
- Economic analysis

The future of the Heron Unit – post-May 2012 – is subject to approval by the Youth Justice Board and Ministry of Justice. Currently, the YJB is in the process of developing a new strategy for the youth secure estate which is due to be published in February 2012. Linked to this, a separate review of the Heron Unit is also being carried out by the YJB, which is due to report imminently.

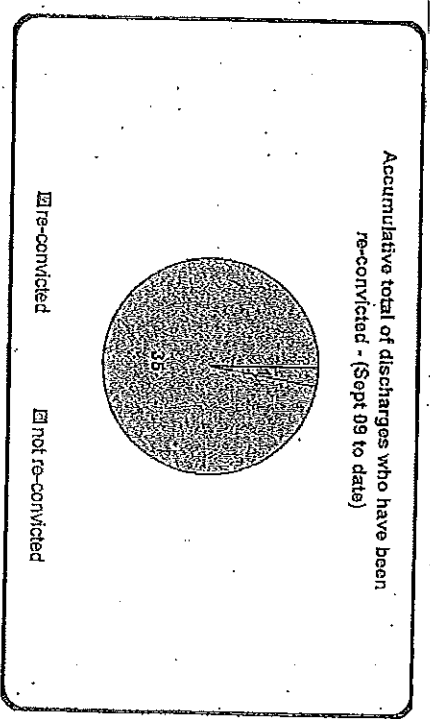
I hope that this information is useful for the panel.

Yours sincerely

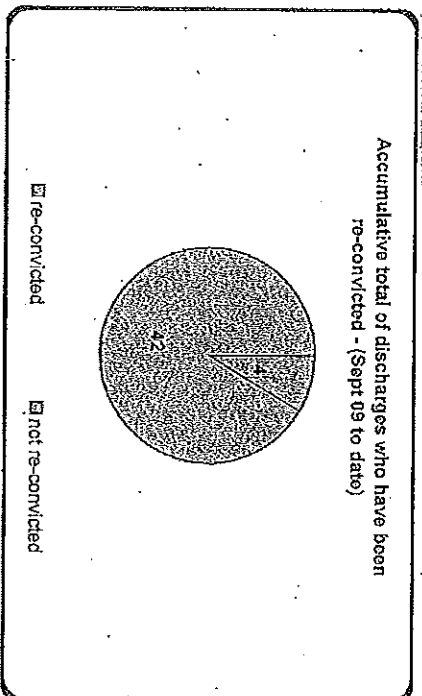


Christian Steenberg
Programme Manager
Violent and Youth Crime Team

London youth reducing re-offending programme (Daedalus) Performance report - March 2010

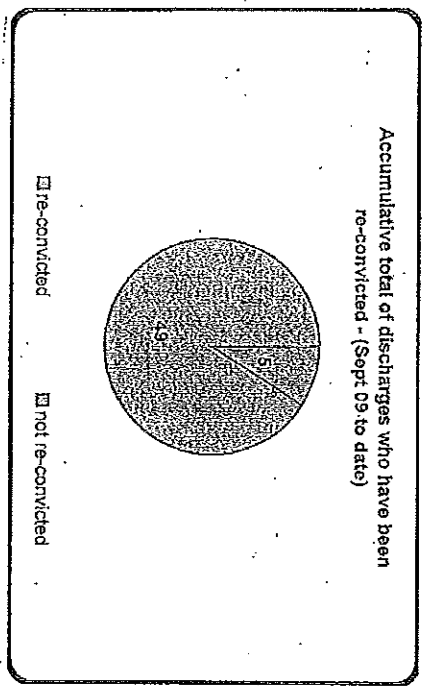
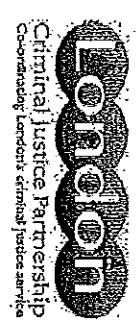


London youth reducing re-offending programme (Daedalus) Performance report - May 2010



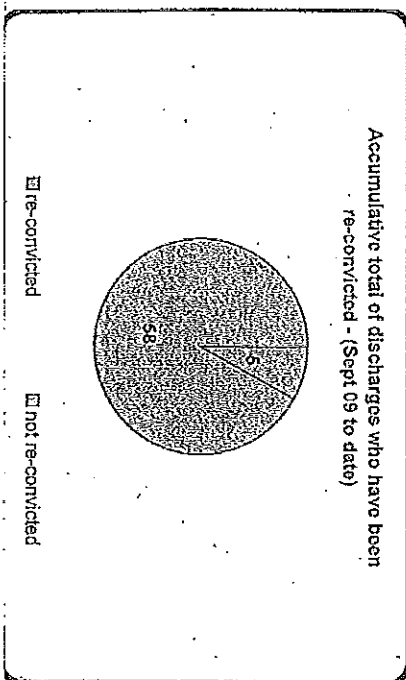
Re-conviction
rate
(Sept 09 to date)
8.7%

London youth reducing re-offending programme (Daedalus) Performance report June 2010



Re-conviction rate
Sep 09 to Jun 10
9.3%
(5 out of 54)

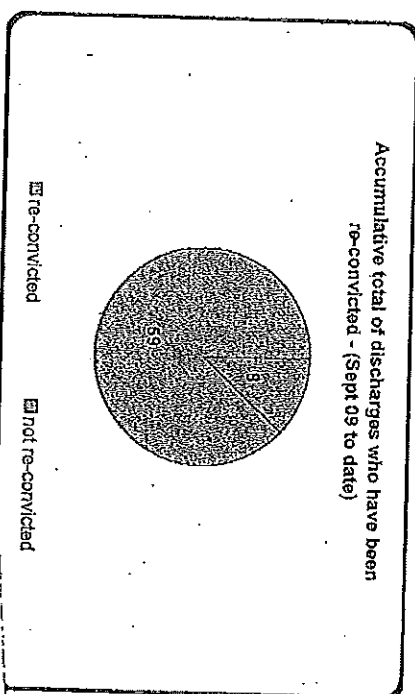
London youth reducing re-offending programme (Daedalus) Performance report July 2010



Re-conviction rate
Sep 09 to Jul 10

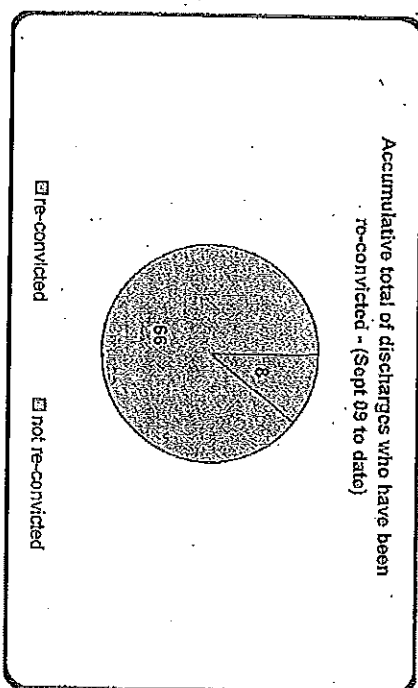
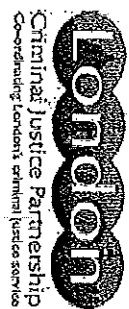
7.9%
(5 out of 63)

London youth reducing re-offending programme (Daedalus) Performance report August 2010



Re-conviction ratio
Sep 09 to Aug 10
11.9%
(8 out of 67)

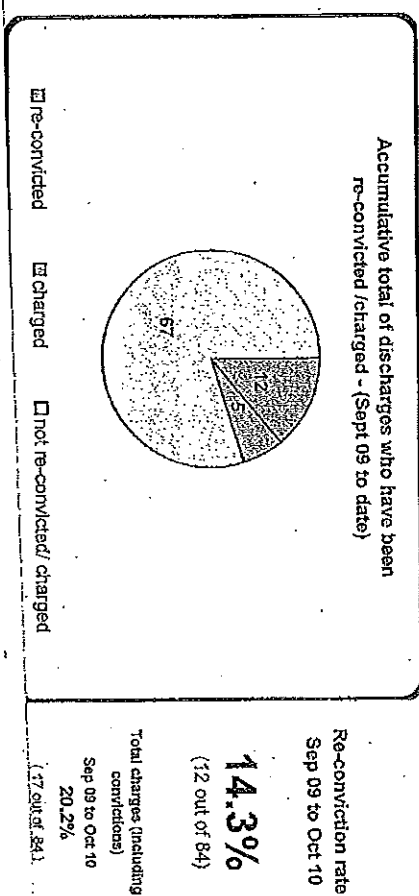
London youth reducing re-offending programme (Daedalus) Performance report September 2010



Re-conviction rate,
Sep 09 to Sep 10
10.8%
(8 out of 74)

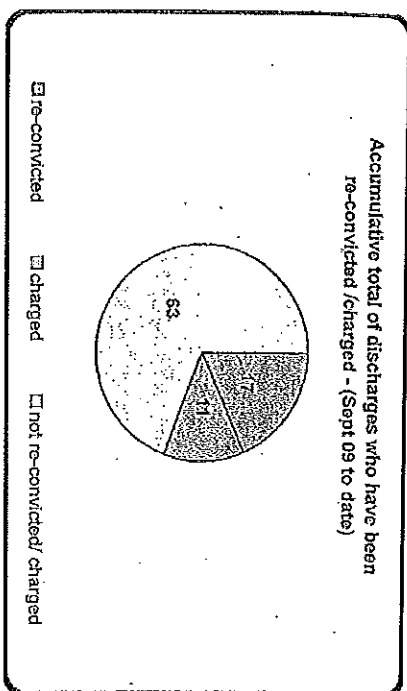
London youth reducing re-offending programme (Daedalus)

Performance report October 2010



London youth reducing re-offending programme (Daedalus)

Performance report November 2010

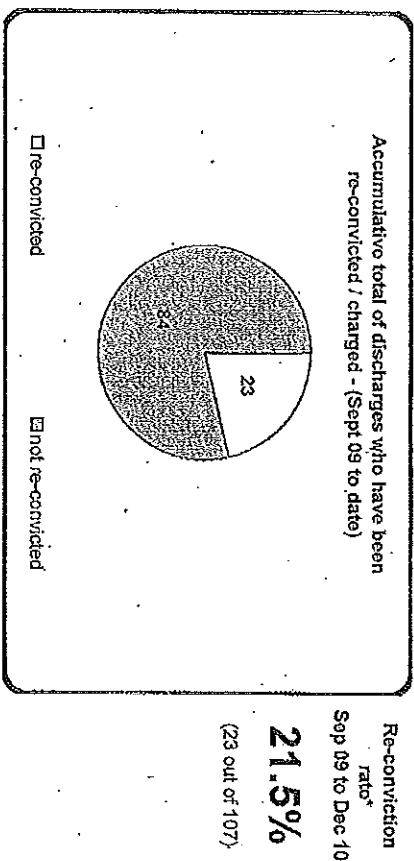


Re-conviction rate*
 Sep 09 to Nov 10
18.7%
 (17 out of 91)

Total charges (including convictions)
 Sep 09 to Nov 10
30.8%
 (28 out of 91)

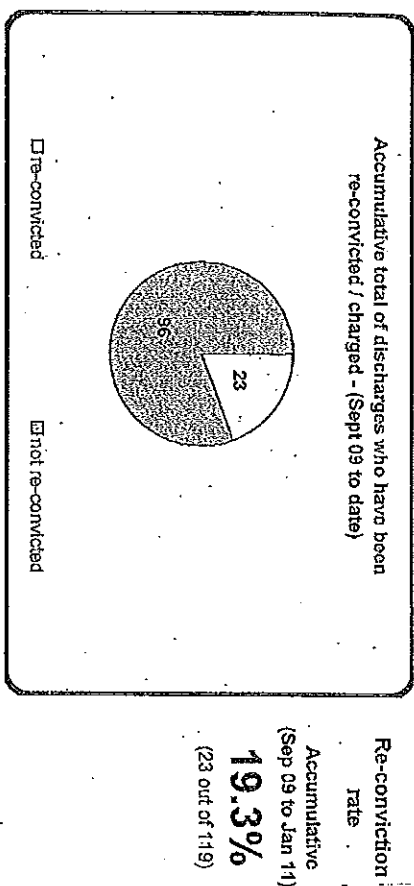
Note: 1) * This is based on anecdotal information and does not represent a re-conviction rate and should not be used publicly. An evaluation is in progress to provide robust information about re-conviction and outcomes.
 2) charge data is only available from June 10 but relates to all discharges since Sept 09

London youth reducing re-offending programme (Daedalus) Performance report December 2010



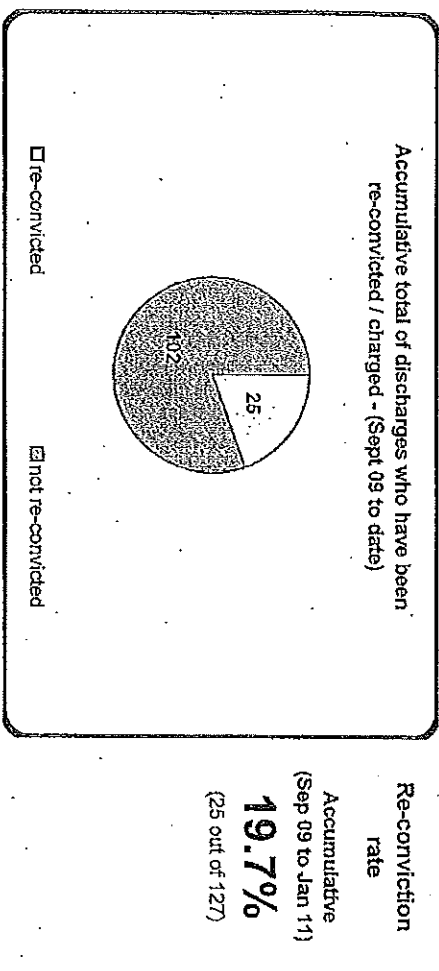
Note: * This is based on anecdotal information and does not represent a re-conviction rate and should not be used publicly. An evaluation is in progress to provide robust information about re-conviction and outcomes.

London youth reducing re-offending programme (Daedalus) Performance report January 2011



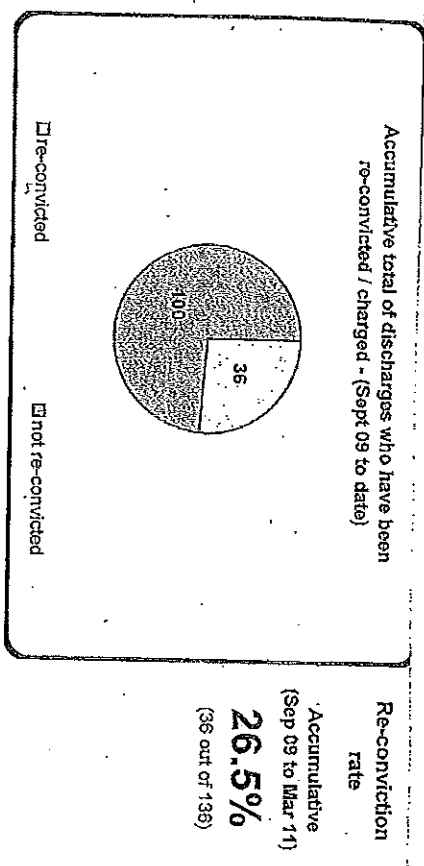
Note: This is based on anecdotal information and does not represent a re-conviction rate and should not be used publicly. An evaluation is in progress to provide robust information about re-conviction and outcomes.

London youth reducing re-offending programme (Daedalus) Performance report February 2011



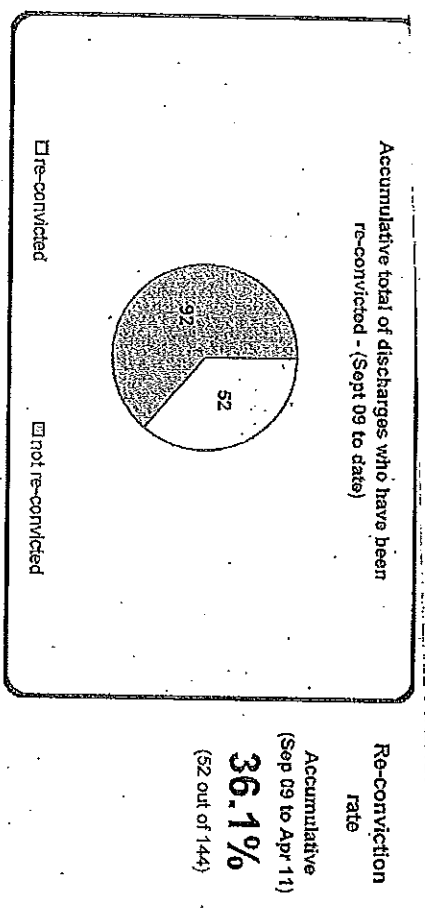
Note: This is based on anecdotal information and does not represent a re-conviction rate and should not be used publicly. An evaluation is in progress to provide robust information about re-conviction and outcomes.

London youth reducing re-offending programme (Daedalus) Performance report March 2011



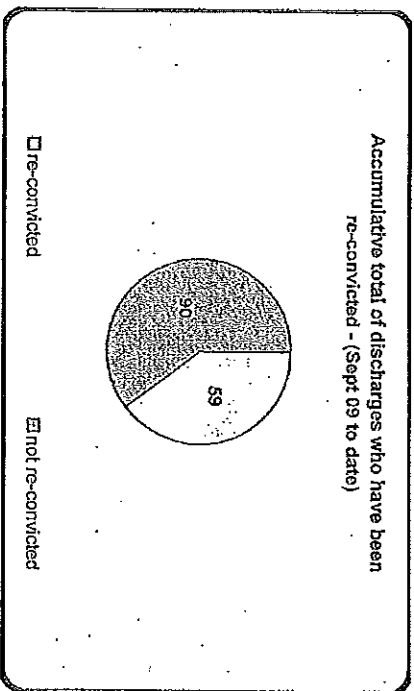
Note: This is based on anecdotal information and does not represent a re-conviction rate and should not be used publicly. An evaluation is in progress to provide robust information about re-conviction and outcomes.

London youth reducing re-offending programme (Daedalus) Performance report April 2011



Note: This is based on anecdotal information and does not represent a re-conviction rate and should not be used publicly. An evaluation is in progress to provide robust information about re-conviction and outcomes.

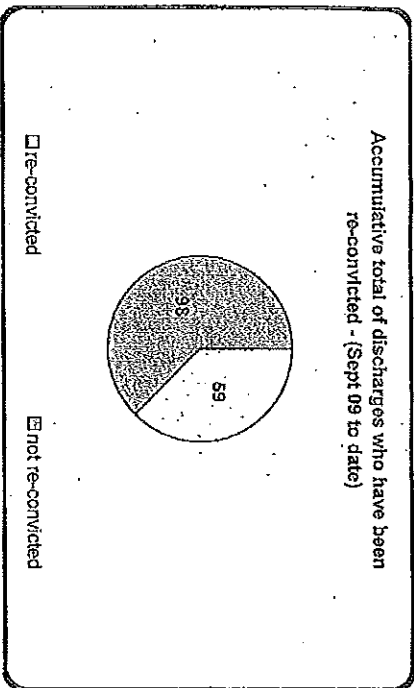
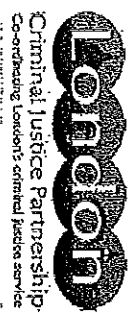
London youth reducing re-offending programme (Daedalus) Performance report May 2011



Indication of re-offending
Accumulative (Sep 09 to May 11)
39.6%
(59 out of 149)

Note: This is based on anecdotal information and does not represent a re-conviction rate and should not be used publicly. An evaluation is in progress to provide robust information about re-conviction and outcomes.

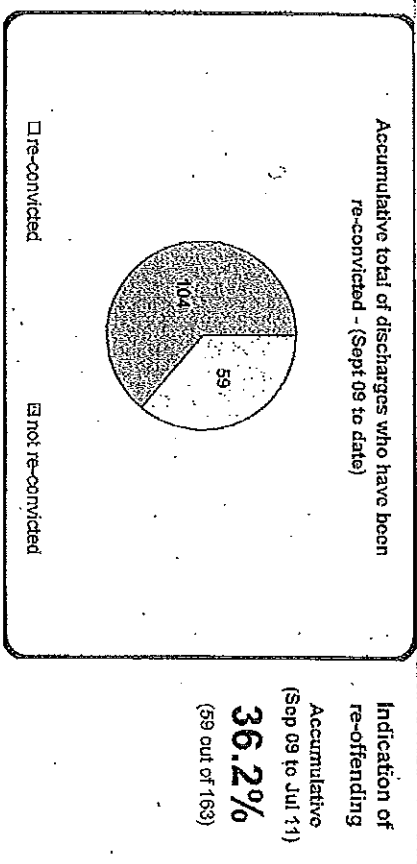
London youth reducing re-offending programme (Daedalus) Performance report June 2011



Indication of re-offending
 Accumulative
 (Sept 09 to Jun 11)
37.6%
 (98 out of 157)

Note: This is based on anecdotal information and does not represent a re-conviction rate and should not be used publicly. An evaluation is in progress to provide robust information about re-conviction and outcomes.

London youth reducing re-offending programme (Daedalus) Performance report July 2011



Note: This is based on anecdotal information and does not represent a re-conviction rate and should not be used publicly. An evaluation is in progress to provide robust information about re-conviction and outcomes.

Communities and Intelligence

Camelia Thomas

Clerk, Time for Action
City Hall
The Queen's Walk
London SE1 2AA

City Hall
The Queen's Walk
More London
London SE1 2AA
Switchboard: 020 7983 4000
Minicom: 020 7983 4458
Web: www.london.gov.uk

Date: 17 November 2011

Dear Camelia,

Thank you for your letter of 14 November. Please find below and enclosed my response to honour the commitments I made at the Time for Action Panel meeting on Thursday 3 November.

- **Confirmation (with supporting evidence) on whether there were any changes to the contract awarding process set out in the GLA toolkit, other than those explained at the meeting;**

- This was not a contract. It was grant funding. This distinction, which we made clear at the Panel meeting, is very important, as different rules govern the respective procedures.

I can confirm that there were no changes to the process, other than those explained at the meeting. As there were no changes, no supporting evidence exists to demonstrate this.

- **Provision of the scores awarded to the bidders for the grant following their first and second interviews;**

- Scores were collected after the initial 'sift' meeting and after the second interview (final scores). I attach my email to the 3 panel members explaining the approach to be taken to final scoring. These two sets of scores are attached.

- **Provision of the criteria used to assess prospective volunteers;**

- All volunteers are sent an application form and self-disclosure form which they have to complete. They are initially assessed via these forms and then additionally at interview against the following criteria:
 - Ethnicity/gender: preference will be given to black African/Caribbean, mixed heritage male volunteers, although all suitable candidates will be accepted
 - Age: over 21

- Must be able to demonstrate a genuine interest in and understanding of black African/Caribbean, mixed heritage boys and the issues they face growing up in inner city urban environments
- Must be able to demonstrate reasonable educational qualifications and/or positive life experience
- Must have leadership skills – the ability to inspire and coach others
- Must be able to commit to a one-year programme of mentoring

Once assessed, mentors are put on to a scheduled training session. Also at this point trainee mentors are given relevant information about the enhanced CRB checks procedure undertaken by UEL. All trainee mentors have to provide all required original ID documentation to complete this process. All are made aware of the procedure which is carried out in line with the Rehabilitation of Offenders Act.

- **Provision of data on the rates of attrition from the volunteer database.**
- This has not been collated. When volunteers ask to be taken off the database they are asked why. Often, a simple conversation to reassure them of progress is enough to help them change their minds.

Obviously attrition can occur at any stage of the process, and we would not necessarily know of volunteers who have withdrawn by simply not responding. Compiling data on rates of attrition is, therefore, based on estimates.

The question was around whether 'delays' had led to much attrition of volunteers. It is our contention that this is not the case. We have received no more than (approximately) 30 requests from volunteers to be removed from the database – representing a very low attrition rate of around 1 in 70.

I hope that this information is useful for the Panel.

Yours sincerely



Roger Hadwen,
Senior Policy & Projects Officer, Violent & Youth Crime Team
Community Safety Unit

Roger Hadwen

From: Roger Hadwen
Sent: 20 June 2011 14:18
To: Lizzie Noel
Cc: Jeff Jacobs
Subject: Mayor's Mentoring Programme

Importance: High

Dear Lizzie

A few points to clarify how this works, paying particular regard to the need for transparency in lieu of any Freedom of Information Request.

To summarise progress so far:

- 10 applicants submitted bids. An initial sift and score was given to each based on 3 criteria, which were set out in the original request for proposals – Project Proposal (60%), People Resources (15%) and Budget (25%). On the basis of these scores 6 were knocked out and 4 were invited to be interviewed.
- The purpose of the interview was to gain a fuller understanding of the proposals in order to discern which of the 4 most strongly matched our requirements. The first round of interviews was however inconclusive in this respect and therefore all 4 were asked to come back again to explore 2 areas (within the original 3 criteria) more deeply.
- The second & final round of interviews was conducted and on this basis the original scores will be revised to produce a conclusive and final score.

TfL Legal have also advised that if 3 people have been involved in the scoring consistently then it is sensible that only they should be the ones providing scoring – taking into account as they deem appropriate other information (e.g. from the other people who were involved from time to time). So, only scores from Ray, Ron and yourself will be considered.

So, what I need from you is:

1. Scores for all 10 of the submitted bids
2. Revisited scores for the four shortlisted candidates revisited based on the two interviews. As with your initial scores, you need to base the scoring on the original framework – Project Proposal (60%), People & Resources (15%) and Budget (25%) – but adjusting your score as you see fit based on the answers you heard. Please complete the table below, in each category providing marks out of the total available, and email it back to me:

	Original				Revi	
	Project Proposal (60)	People & Resources (15)	Budget/Value for money (25)	Total (100)	Project Proposal (60)	People & Resources (15)
ACN	41.4	9.75	25	76.15		
BTEG/MBF	39.6	13.5	22.5	75.6		
Freeman Oliver	47.9	11.25	10	69.15		
UEL	40.9	12	20	72.9		

As you know, we have the launch event on Thursday so I need this information urgently – today if possible, particularly no.2.

Many thanks.

Roger

Roger Hadwen

Senior Policy and Projects Officer

Community Safety Unit

GREATERLONDONAUTHORITY

City Hall

The Queen's Walk

London SE1 2AA

Tel: 020 7983 4481

Mob: 07770 532466

	UEL/London Action Trust					ACN					Freeman Oliver					BTEG/MBF				
	Project Proposal	People & Resources	Budget/Vale for Money	Total	Project Proposal	People & Resources	Budget/Vale for Money	Total	Project Proposal	People & Resources	Budget/Vale for Money	Total	Project Proposal	People & Resources	Budget/Vale for Money	Total	Project Proposal	People & Resources	Budget/Vale for Money	Total
Ron Belgrave (sift)	26	7.5	12.5	46	27.2	10.5	12.5	50	48.3	11.25	12.5	72	38.8	8.25	12.5	60				
Ron Belgrave (final)	33	8	16	57	35	10	16	61	49	12	18	79	35	9	15	59				
Ray Lewis (sift)	53.5	11.25	20	85	28.9	12	22.5	63	53.7	12	17.5	83	44.8	11.25	15	71				
Ray Lewis (final)	55	8	12	75	28.9	7	10	46	55	12	12	79	39	7	21	67				
Lizzie Noel (sift)	41	12	20	73	41.4	9.75	25	76	48	11.25	10	69	39.6	13.5	22.5	76				
Lizzie Noel (final)	50	15	15	80	30	5	15	50	45	10	15	70	55	5	25	85				

GREATER LONDON AUTHORITY

Head of Paid Service

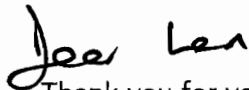
Len Duvall AM OBE

Labour Group
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City Hall
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London SE1 2AA
Switchboard: 020 7983 4000
Minicom: 020 7983 4157
Web: www.london.gov.uk

Our ref: duvall211111

Date: 21 November 2011



Thank you for your emails of 7 and 11 November about the mentoring programme. We have also had follow-up requests for information from Joanne McCartney and the Secretariat on behalf of the Assembly's Time for Action Panel.

Taking your questions in turn:-

- 1 Was the Panel's deliberations in accordance with the recommendations in the GLA's Contract and Procurement Code and GLA guidance on funding external organisations.

As I said at the TfA Panel hearing, we are dealing with a grant here, not a contract for services. There are fundamental differences in the award of a grant as compared to a contract. Much of the Code is focused on the latter and therefore does not apply in this situation. The process therefore followed the relevant (i.e.: relevant to the award of a grant, not a contract) key requirements set out in the GLA's Contracts and Funding Code and GLA Funding Toolkit. In particular:-

- An open, competitive process was followed (NB: since this was not a contract for services, the GLA is not required to competitively procure its grants. However, since we are a public body seeking to ensure fairness, value for money, equality and transparency in our considerations, a competitive process was followed).
 - Bids were assessed based on published criteria
 - Financial due diligence was carried out
 - The recommendation to the Mayor on the award of the grant was made by a panel including the Mayor's Office. The final decision was made by the Mayor as recorded publicly in MD856
- 2 What were the terms of appointment of the Panel / what were the terms of appointment of individual members of the Panel.

There were no formal terms of appointment and there are no expectations in the Code or Toolkit that there should be. As is normal for panels of this kind, they were already aware or were told that their role was to assess and score the bids against the published criteria and to make a recommendation to the Mayor.

- 3 What instructions were Panel members given in assessing and scoring the bids?

The Community Safety Unit officer who acted as secretariat to the panel provided them with the information they needed. This included explaining the published scoring criteria and process; providing scoring templates; providing background research information on mentoring; and gathering in their individual scores

- 4 What 'joining ' instructions were Panel members given?

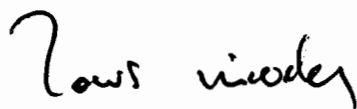
See answers above

- 5 Correspondence and paperwork relating to the above.

See attached.

- 6 In relation to Ray Lewis, you already have a copy of the Mayor's letter of 8 September 2010 to Mr Lewis appointing him in a voluntary, unpaid capacity to support the Mayor on, amongst other things, mentoring. In relation to the interim mentoring training contract awarded to Freeman Oliver, another MEAG member nominated by Ray Lewis, Viv Ahmun, sat on the panel and Ray Lewis attended as an observer.

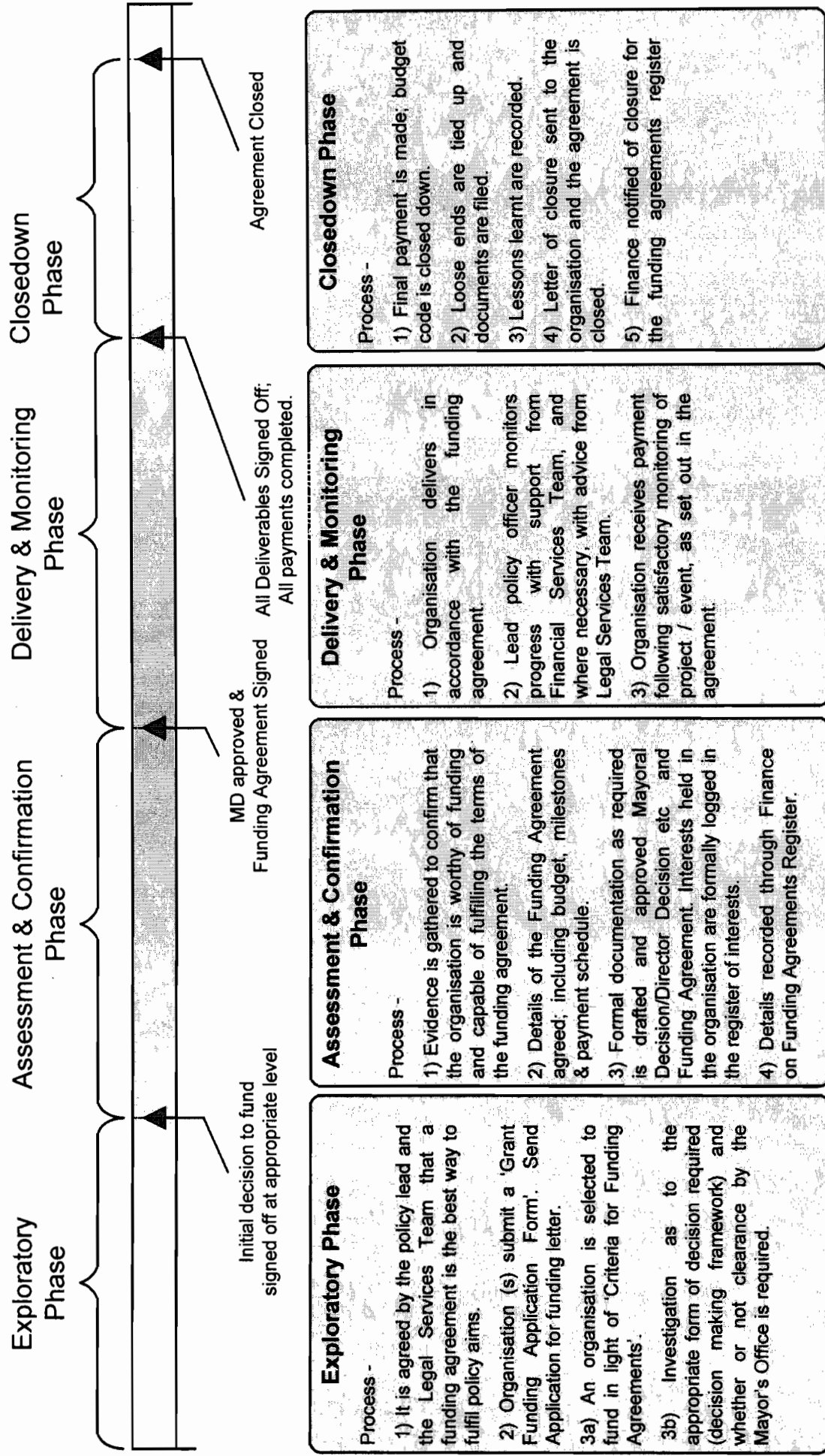
Ray Lewis' Register of Interests is now on the GLA website. Due to an oversight it was not provided and put there earlier; but he discussed his position in relation to the Panel with Sir Simon Milton and he provided written assurances in an email to me dated 23 March 2011 that he had no conflicts of interest in relation to the mentoring programme. A copy of his email is enclosed.



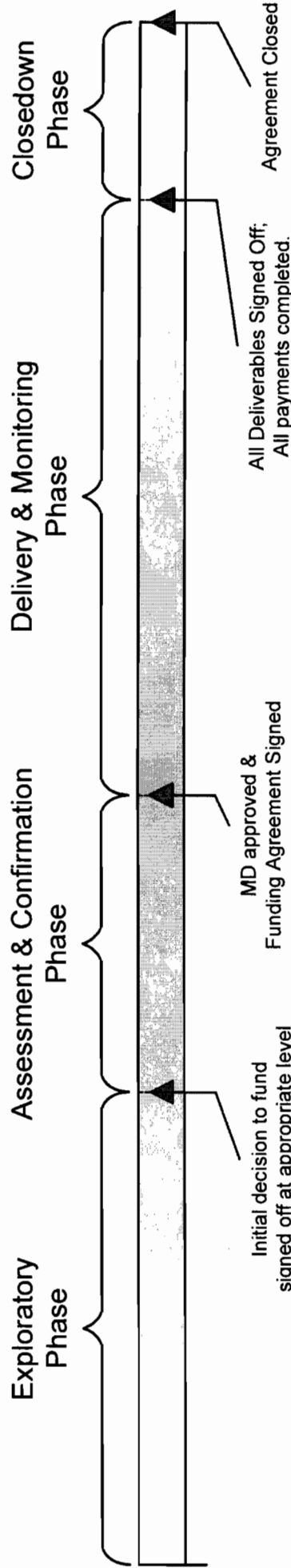
Jeff Jacobs
Head of Paid Service

Funding External Organisations

The GLA is not a grant making body and has limited funds to support Mayoral initiatives. To ensure that the GLA makes the most out of its funds and is protected from risk when funding external organisations please follow this process and the criteria and principles for funding external organisations.



Exploratory Phase – the process



1) The policy lead & Legal Services Team agree that a funding agreement is the best way to fulfil policy aims.

Funding agreements give the terms of a 'conditional gift': the recipient is entitled to funding if the stipulated conditions are met. If the conditions are not met the GLA is entitled to withhold or reclaim the funding, but is not entitled to take any other action. No formal tendering exercise is necessary, but considerations of fairness, value for money, & equalities apply.

Under a contract for services the GLA receives a benefit in return for an agreed sum of money. A contract gives the GLA greater control over performance and greater redress if objectives are not met.

Speak to the Legal Services Team at the earliest opportunity to assist you in deciding whether a funding agreement is the best way to fulfil policy aims.

2) Organisation(s) submit a 'Bid for Funding' form.

Organisations may submit an unsolicited 'Grant Funding application form' or may be encouraged to do so following engagement with the GLA. Policy leads should choose their method of engagement on a case by case basis, as appropriate to the market sector.

Submission of the form allows the GLA to assess sub-missions consistently across organisations and over time.

Introducing an element of competition into the process can help the GLA to deliver equality of opportunity and transparency.

3a) An organisation is selected to fund in light of the 'Criteria for Funding External Organisations'.

The policy lead should assess the funding bids against the 'Criteria for Funding'. The decision to fund rests with the policy lead, but the advice of the Legal Services and Financial Services teams should be considered.

Ensure that the process of decision making is documented and filed for FOI/legal purposes. This does not necessarily require lengthy paperwork, just simple scoring against the criteria.

Ensure that the chosen organisation is aware that any spending they incur before receiving the signed funding agreement itself is at their own risk. Click for a Application for funding letter which is a pre agreement letter.

3b) Initial decision to fund is cleared by the Mayor's Office.

Before starting detailed funding discussions with potential recipients, the initial decision to fund must, if significant, be cleared by the Mayor's Office. This may be a separate step in the process or the appropriate Mayoral Advisor may be involved throughout. It is important if a Mayoral Decision form is submitted to the Mayor's Office they already have knowledge of your intentions & agree that plans are in line with Mayoral priorities.

Exploratory Phase - Considerations

What is the aim of the project / event?

- Ensure that you are clear on the aim of the project/event. If possible, be outcome focussed (the resulting impact of the work) rather than output focussed (what the organisation should produce).

How will the aims of the project/event best be met?

- There are a number of ways to fulfil the aims of a project/event. For example, a series of small, focussed round-table events, or a larger conference; a grant for the organisation to recruit new staff, or in-house training to build capacity. Consider the range of options, weigh up the costs, benefits and risks of each. Where possible, keep a record of the decision process.

If an event: does it need Mayor's Events Steering Group (MESG) approval?

- MESG meets monthly, chaired by Dan Ritterband. It ensures that staff resources are only committed to projects that are priority for the GLA, and that it doesn't try to profile too many significant events at the same time. MESG should look at: festivals, cultural events, conferences, major receptions (£3000+), proposed GLA support for high profile external events and GLA family events. To go MESG complete an MESG approval form and return it to Events for London Team. For further information ring x 4499.

Procurement method: contract for services, consultancy or funding agreement?

- Under a funding agreement the funding is a 'conditional gift'. The recipient may get funding if the conditions we stipulate are met. The GLA is entitled to withhold or reclaim the funding if the conditions are not met, but is not entitled to take any other action. No formal tendering exercise is necessary, although considerations of fairness, value for money, and equalities apply.
- Under a contract for services the GLA receives a benefit in return for an agreed sum of money. A contract gives the GLA greater control over the specified objectives and greater redress if they are not met.
- Speak to the Legal Services Team to help you decide whether a funding agreement is the best way to fulfil policy aims.

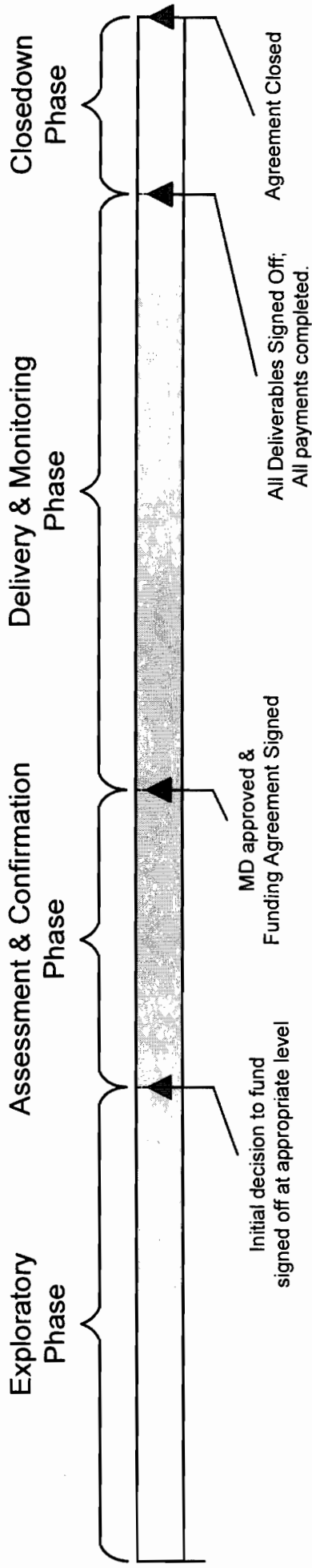
How do I ensure that the process of selection is equitable?

- Ensure that all relevant matters are taken into account, that no irrelevant matters are, and that the decision is reasonable.
- The amount of funding awarded must be in proportion to what will be achieved from the award of funding.
- Do any officers have an interest in the organisation concerned?

Will my chosen organisation best fulfil the project / event's aims? Can I evidence that?

- Preliminary assessment should be carried out by the lead officer.
- Detailed proposals, including costs from the organisation, should be considered
- Assessment made of the rationale against the Mayors objectives
- Demonstrate partnership working and "pump priming" or "leverage" from funding sought.
- Are there other organisations which can fulfil the project / event's aims whilst better meeting the GLA's 'Criteria for Funding Organisations'?

Assessment & Confirmation Phase



1) Evidence is gathered to confirm that the organisation is worthy of funding and capable of fulfilling the terms of the funding agreement.

As well as the 'Grant funding application form', recipient organisations must provide information as per the 'Financial Information Required' list.

This information assists the Financial Services Team in confirming that the organisation is financially viable. Policy leads must confirm for themselves whether the organisation are likely to be able to fulfil their policy aims.

2) Details of funding agreement agreed; including budget milestones payment schedule.

Targets and milestones should be realistic: See Project Management Toolkit for guidance on setting objectives and project planning.

A risk register should be created once funding has been approved. It should be constantly reviewed and updated to reflect diminishing risks and new risks where controls may be needed to mitigate against them. The lead policy officer is the owner of the register.

Link accountants can assist in assessing the project budget. Policy leads should discuss the process of budget estimation with the recipient organisation to ensure confidence in it.

3) Formal documentation is drafted and approved (MD/DD & funding agreement).

Legal Services will assist in drawing up the funding agreement, but the terms and objectives must be agreed between the recipient organisation and the policy lead.

There is both a full Agreement for the Provision of Funding and a Funding Agreement letter.

The draft funding agreement should be submitted as an appendix to your MD/DD.

Please note that all MDs are published on the web, and the Assembly are informed through the MD system of 'significant' funding decisions.

4) Details notified to Finance for logging on to the Funding Agreements Register.

Contact the Finance Team to log the details of the funding agreement on to the register. If the funding agreement's terms change please ensure that finance are notified and the register updated.

Assessment & Confirmation Phase - Considerations

Do you have all the necessary documentation to substantiate funding the organisation?

- Is the bid for funding form complete?
- Do you have all the required information?
- Will the organisation be able to meet their aims?

Is the organisation aware that they incur expenses at their own risk until the funding agreement is signed?

- Standard letter to potential grant recipients which assists with expectations management. It is important that the organisation is clear that until the funding agreement is signed by both sides nothing can be confirmed.
- Is the budget estimation realistic, has contingency been factored in, is it agreed with the organisation concerned

Are the 'Criteria for Funding Agreements' adhered to?

- Is the project clearly linked to the Mayor's vision and objectives and the business plan?
- Will the project be carried out in partnership with other organisations?
- Does the project entail an ongoing financial commitment beyond the current year?
- Does the project entail the use of specific powers under the GLA act rather than the general power

Are the documents in order?

- Preliminary assessment, detailed proposal, project control document
- Has the MD been submitted with a draft funding agreement attached?
- Are the objectives clear & measurable?
- Is the authorisation being sought at the right level?
- Have officers and Mayoral Advisors declared any interests in the organisation?

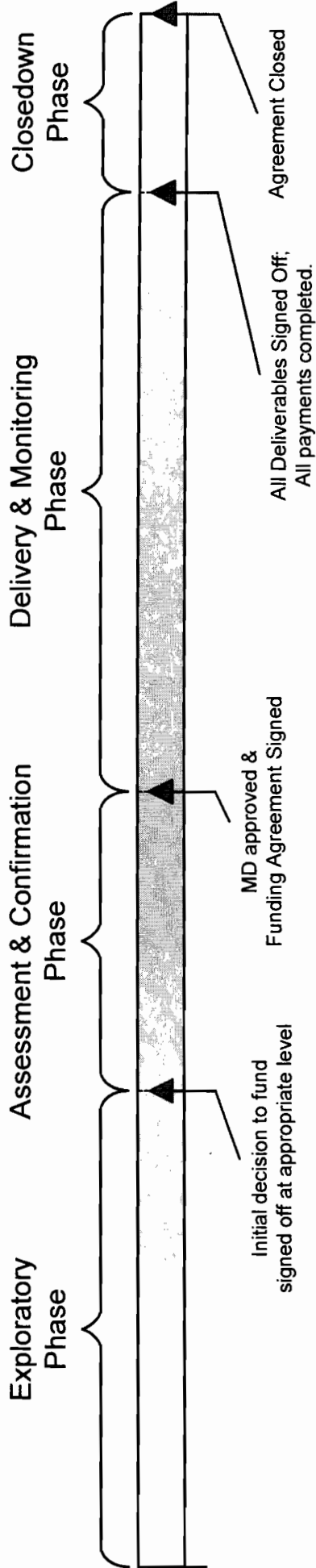
Risk Register

- Has a risk register been established? Have controls been established to mitigate against those risks? Are arrangements in place to regularly review the register?

Funding Register

- The Funding Register should show the Policy lead officer as the GLA contact. The Policy lead needs to further document responsibilities and reporting lines for the management and monitoring of the agreement.

Delivery Phase



1) Organisation delivers as per funding agreement.

Once the funding agreement has been signed by both parties it is up to the policy lead to decide the level of support to be given to the recipient organisation during delivery. However, bear in mind that a funding agreement is not a management contract and so should not require intensive performance monitoring.

2) Lead policy officer monitors progress supported by Financial Services Team, and with advice from Legal Services Team.

The policy lead should set up meetings to monitor the project/event's progress. A steering group should be established where funding exceeds £500,000 over the life of the agreement or where the Authority is providing funding in conjunction with third parties (LBs, FBs, voluntary organisations). For funding agreements in excess of £500,000, meetings with funding partners should be held to determine and report on progress. Meetings must be minuted and progress reports prepared for senior management.

Meetings should coincide with milestones and the funding schedule. The policy lead should set out the evidence required for a milestone. As the project progresses it may become apparent that the funding agreement needs altering to take account of changed circumstances. Note/ the funding agreement is a legal document: any variations to it must be considered by Legal Services Team.

3) Organisation receives payment following satisfactory monitoring of project / event, as per schedule.

If the policy lead, and the Financial and Legal Services teams are content with the progress evidenced in the meetings payment can be authorised to the recipient organisation.

Click for Financial Information Required by Financial Services before payment can be made.

Delivery Phase - Considerations

What levels of support will be provided to the organisation?

- Will non-financial support be provided to the organisation and if so what form will it take?
- How will the impact of this be monitored and recorded?

Steering group

- The Steering group must create terms of reference (ToRs). ToRs describe the purpose of steering group. The structure of the Steering group and the scope should be defined. The Steering Group also provide a documented basis for future decisions and for ensuring a common understanding of the scope amongst stakeholders. Where stakeholders are involved the roles and responsibilities of each organisation should be clearly set out. The ToRs should be reviewed and updated to reflect any changes necessary and the Steering group members notified immediately

Progress monitoring

- Have meetings been held with the organisation to ensure progress is being made?
- Have milestones been set and met?
- Can that be evidenced?

e.g. if the milestone is 'New staff member employed', is the name and start date of the new employee adequate or do you require a copy of the contract signed by both parties?

- Are any adjustments to the existing arrangements required?

Decision to pay:

Has the organisation supplied adequate proof of spending?

- The organisation must provide at each payment milestone a Statement of Actual Expenditure against budget. This needs to be supported by detailed transaction list from their financial system and a summary of how the financial spend has contributed to the achievement of the project milestones

Have the milestones been met; can this be evidenced?

- A milestone is a key point at which a deliverable or stage of the project should be achieved. It is a point at which a level of progress should be demonstrated. You should ensure that the progress required at each milestone can be evidenced as milestones will often also be associated with the payments schedule.

Has the information required by finance been secured?

- Is the organisation behind schedule? Does payment need to be deferred? Would deferment take the payment into a new Financial Year?
- Payments should only be made if the project milestones have been achieved. If you are considering deferring payment you should speak to the organisation at the earliest opportunity to ensure that any required remedial action is taken and the impact on the recipient organisation or project delivery is fully considered.

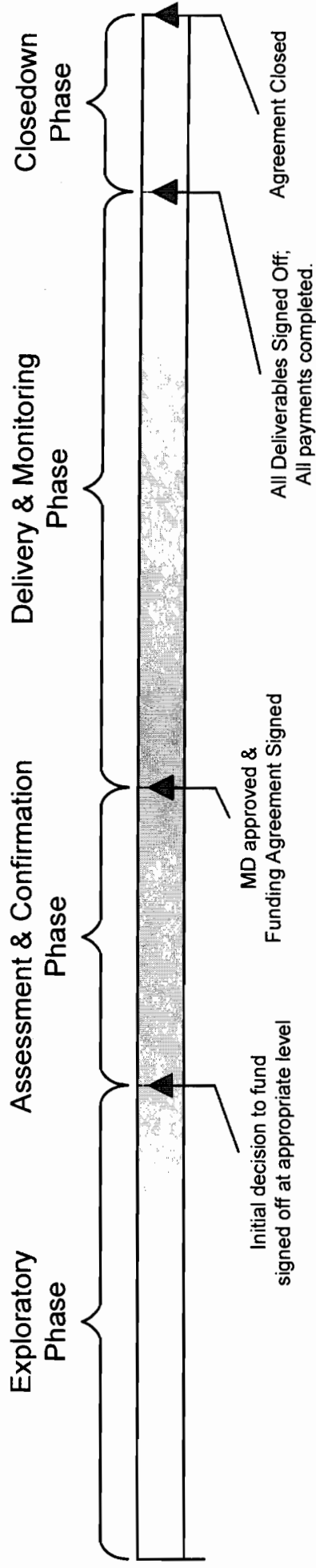
Have you discussed the VAT treatment of the payments with Finance?

- When raising Purchase orders for funding agreements VAT must not be charged, as funding agreements are outside the scope of VAT
- Has a purchase order (PO) been raised?

Has finance reviewed the proof of spend submitted to the organisation prior to the PO being GRN'd?

- Purchase Orders for funding agreements should only be GRN'd after the project officer has checked that the project milestones have been met and after Finance (Link Accountant) has reviewed the income and expenditure statement and supporting financial information.

Closedown Phase



1) Final payment is made; budget code is closed down.

When the policy lead is satisfied that the funding agreement's objectives have been delivered to a satisfactory standard he/she should inform the Financial Services Team that the final payment can be made.

2) Loose ends are tied up and documents are filed.

Project documentation should be reviewed and filed to ensure that a good audit trail is available through all stages of the project.

Note that no GLA right to intellectual property can be incurred in the course of a funded activity

3) Lessons learnt are recorded.

If possible hold a close down meeting with all parties and discuss 'lessons learned'. See project management toolkit for template on close down report including lessons learned. Record what went well and what went less well including what could be done differently to improve in the future.

4) Closing letter to be sent to the organisation & the agreement is closed.

A closing letter should be sent to the organisation. Ensure that Finance are notified of the closure of the agreement to record on the Funding agreements Register.

Closedown Phase

Making the final payment

- Have the overall objectives been met? Can they be evidenced?
- Are there any issues outstanding?
- Has all the financial information required been received?
- Have all loose ends been tidied and documents filed?
- Are the documents in order in the event of Audit or Freedom of Information request?

Lessons Learned

- Which information might be useful to colleagues in the future?
- Have you completed lessons learned from the project (see project management toolkit) and communicated that appropriately.

Letter of closure to the organisation and closure noted on the Register

Have you sent the letter indicating formal closure of the project to the organiser?

- Have finance been notified of the closure of the agreement for the Funding agreements register

Jeff Jacobs

Subject: FW: Ray Lewis - Mayor's Mentoring Champion

From: Ray Lewis <rayl.eyla@btconnect.com>

To: Jeff Jacobs

Cc: Ron Belgrave; Christian Steenberg; PAtSimonMilton; Guto Harri

Sent: Wed Mar 23 14:57:58 2011

Subject: Ray Lewis - Mayor's Mentoring Champion

Dear Jeff

As the Mayor's mentoring champion you will be aware that he's asked me to be central to the whole process of recruitment, training, advice and evaluation. As such I expect to be included in all (meaningful) correspondence including updates and issues. Can you let me know by return the most up to date timeline re the mentoring contract, processes.

I have informed Christian Steenberg that I wish to be on the 'decision panel' or at least in an advisory role. I have to date made amendments to the contract specifications and intend to further shape or influence the same. For the record neither I nor the organisation I lead (Eastside Academy) have any interest in the bidding process. This includes any third party or vicarious relationships with others who might bid. You will appreciate however that as a community leader, I have relationships with many of the potential bidders and have encouraged a number of the same to express an interest and more.

With every good wish

Ray A Lewis

This message has been scanned for viruses.

Click [here](#) to report this email as spam.

Roger Hadwen

Subject: Mentoring interviews
Location: CR7

Start: Wed 01/06/2011 08:30
End: Wed 01/06/2011 13:00
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Required Attendees: Ron Belgrave; Lizzie Noel; 'rayl.eyla@btconnect.com'

Dear All

I will send round the suggested core and individual questions on Tuesday, as discussed. The timeslots for Wednesday have been allocated as follows:

9.00-10.00am UEL Consortium
10.00-11.00am Active Communities Network Consortium
11.00-12.00pm Freeman Oliver Consortium
12.00-1.00pm BTEG/MBF Consortium

Thanks
Roger

Mayor's Mentoring Programme – Decision Panel

Four consortia have been invited back for interviews on Wednesday 1 June. The interview schedule is:

- 8.30-9.00am Pre-interview briefing
- 9.00-10.00am University of East London Consortium
- 10.00-11.00am Active Communities Network Consortium
- 11.00-12.00pm Freeman Oliver Consortium
- 12.00-1.00pm BTEG/MBF Consortium
- 1.00-1.30pm Final discussion and decision

They have been asked to bring key members from their consortia so there are likely to be quite a few people in the room for each interview.

The interview/decision panel will be chaired by Ron Belgrave, Head of Community Safety and will feature Ray Lewis, Mayor's Mentoring Champion, and Lizzie Noel, Mayoral Advisor on Social Action and Volunteering. Roger Hadwen, Senior Policy & Projects Officer, Community Safety, will provide support.

Each bidder has been asked to present for ten minutes before answering questions on their bid/presentation. There are issues around each of the bids as well as issues across the bids that we need to question. These are listed below (not exhaustive of course):

Core Questions:

- How will you maintain and develop the referral pathways?
- Talk us through the matching process
- Please can you outline your knowledge of the issues facing Black boys?
- How quickly can you be up and running with this?
- How does your bid represent value for money?

UEL:

- How will your consortium work?
- Do the members know that they are involved?
- Can you explain the lines of communication, including reporting to the GLA?

Active Communities Network:

- Have you any plans for gaining accreditation for the training?
- Aside from sporting activities, how would engage/seek to mentor young people?
- How much police involvement is there in your consortium?
- Why does your bid favour mentoring relationships lasting 2 years or more?
- How certain is the extra £700k?

Freeman Oliver:

- How will your model produce positive outcomes for the mentees?
- Your partners are pan-London and/or national – where is the local knowledge?
- Describe the kind of boy who should be referred onto the programme

BTEG/MBF:

- Tell us more about your specific experience of mentoring Black boys
- How can mentoring effect outcomes for Black boys?

Scoring Mechanism for Mayor's Mentoring Programme

Criteria for Funding Agreements	Relative Importance
Project Proposal <ul style="list-style-type: none"> • Proposals best encapsulating the aims and objectives of the Mayor's Time for Action strand – Project Titan, particularly with regard to the mooted Mayor's Mentoring Programme. 5% • Proposals from organisations with experience of running mentoring projects including mentor training, support for mentoring relationships, liaison with statutory agencies and work with young people at risk of offending. 15% • Ambitious numbers of volunteers successfully vetted, trained and matched with referred boys 4% • Commitment to measure impact of project in an agreed and meaningful way 5% • Proposals for relevant high quality mentoring training specific to the needs of 10-16 year old Black boys as mentees and experience of providing that training 5% • Projects with short start up times demonstrating a good base level of the mentoring field from applicants 5% • Demonstrable knowledge of the issues facing black boys in London, including: 15% <ul style="list-style-type: none"> ➢ Street culture ➢ The nature of retaliatory violence ➢ Stop and search and community policing ➢ Gangs and other criminal labels used by professionals ➢ Self-perception, attitudes to girls, family relationships, views about society ➢ The impact of friendships and peer pressure in criminal activity ➢ The drivers and causes of involvement in youth violence • Strong communication skills, clear report writing and presentation skills 2% • Ability to communicate robust, technical work in an accessible way via written reports and presentations to a range of audiences 2% • Quality and robustness of proposed approach, project management and budget management 2% 	<p>Total = 60%</p>
People Resources <ul style="list-style-type: none"> • Relevance of Professional Qualifications, Competencies and Experience 7.5% • Availability of adequate resources available 7.5% 	<p>Total = 15%</p>
Budget <ul style="list-style-type: none"> • Value for money 	<p>Total = 25%</p>

Mentoring Ready Reckoner

- Useful definition:

Mentoring is a one-to-one, non-judgmental relationship in which an individual voluntarily gives time to support and encourage another. This is typically developed at a time of transition in the mentees life, and lasts for a significant and sustained period of time.

- The literature shows mentoring to be most successful not as a corrective measure but as an early intervention tool that is more likely to work best with those young people: at-risk of offending, experiencing multiple deprivation, underachieving at (excluded from) school, not in education training or employment (NEET)¹.
- Mentoring is most effective in improving confidence, changing attitudes and building self-esteem.
- In a number of studies it has been particularly effective for reducing anger and violence and improving self-control³⁰.
- By itself it cannot cure the complex problems that young people often experience, but can indirectly assist them to make better choices ultimately improving attitudes and behaviour.
- Not all young people will necessarily benefit from mentoring, such individuals will include those already experiencing significant personal problems and demonstrating extreme vulnerability, and those who are serious or persistent offenders².
- Two people from radically different backgrounds may struggle to build an understanding³.

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² St James-Roberts, I., Greenlaw, G., Simon, A., and Hurry, J., (2005) National Evaluation of Mentoring Schemes 2001-2004. Youth Justice Board for England and Wales

³ Sandford, S., Copps, J. and Yeoward, C., (2007) Lean on me: mentoring for young people at risk. New philanthropy Capital

Themes and lessons – review of the Mentoring literature

Mentoring Research

55 mentoring schemes in the US were included in a meta-analysis exercise, the aim of which was to examine their overall effectiveness. This evaluation exercise has since gone on to become one of the largest and most authoritative studies of its kind. Overall findings point to a modest benefit to the average young person participating.

Big Brothers Big Sisters (BBBS) of America has in many ways become the prototype for other mentoring programmes. They examined how mentoring might affect a broad range of issues such as anti-social activity, academic performance, attitudes and behaviours, relationships with family, relationships with friends, self-concept, and social and cultural enrichment. Their findings were promising: 46% were less likely than a control group to start using illegal drugs, 27% less likely to start drinking, 52% less likely to skip a day of school, and 37% less likely to skip a class. Participants were also likely to be more trusting of their parents or guardians and less likely to lie to them, as well as to feel more supported and less criticized by their peers and friends¹.

In evaluating 80 of its mentoring schemes the YJB reported that projects were particularly successful in reintegrating the targeted young people into education, training and the community. Overall, one-third of participants entered or re-entered education or training. Projects also identified improvements in: attendance and behaviour at school, literacy and numeracy, accommodation and family relationships (particularly in BME projects). Additionally, half of BME participants benefited from greater involvement in community activities such as sports, clubs, social groups and voluntary organisations at school or in the community².

A study by the University of Glasgow encapsulates the consensus of opinion on mentoring schemes by concluding that it has a small but significant effect. It concludes that those at-risk young people growing up in deprived social and economic neighbourhoods were most likely to see the biggest improvements in those outcomes related to improved attitude and self-esteem such as improved school attendance³.

The literature shows mentoring to be most successful as an early intervention tool that is more likely to work best with those young people: at-risk of offending or reoffending, who are in care, experiencing multiple deprivation, underachieving at (excluded from) school, not in education training or employment (NEET)⁴.

Mentoring is most effective in improving confidence, changing attitudes and building self-esteem – it is these positive outcomes that are likely to have a positive knock-on effect in other areas. In a number of studies it has been particularly effective for reducing anger and violence and improving self-control⁵. Not all young people will necessarily benefit from mentoring, such individuals will include those already experiencing significant personal problems and demonstrating extreme vulnerability, and those who are serious or persistent offenders⁵. Mentoring is not suitable for

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³ Hall, J. C. (2003) Mentoring and young people: a literature review. The Scottish Centre for Research in Education, University of Glasgow.

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tackling all the different kinds of problems that might be experienced by young people, rather it is most effective when it develops service provision with clear aims that are relevant to a specific range and type of need.

Other research has shown:

- mentoring relationships that ended within the first six months had a bigger fall in education and attainment than young people who never had a mentor.
- Relationships that lasted for more than a year produced the most significant improvements.
- It is suggested that the best outcomes result from relationships where there is face-to-face contact of at least two hours a week that continue for the minimum of a year.
- The available evidence suggests that initial selection, training and matching of a mentor to a young person is crucial to the eventual outcomes of the relationship
- In general mentees are found most likely to mistrust and not confide in professional paid mentors and they may even resist forming a positive relationship, many believe that they have no real or personal interest and that they are merely doing their job. Volunteers on the other hand do it because they want to.
- Where natural mentors and role models are absent within the family and where sources of intergenerational contact are limited, substitute mentors can play an important role⁶.
- "Social distance between a mentor and mentee can be a barrier to forming an effective relationship. A good mentoring relationship is based on empathy and understanding. Two people from radically different backgrounds may struggle to build and understanding"⁷.
- Mentors can clearly provide young people with powerful role models⁸, who in the absence of traditional forms of adult contact, are important in guiding the development of their behaviour and attitudes. Contact with a responsible adult is found to be especially important⁹, especially for the healthy development of highly stressed at-risk children¹⁰.
- Although matching individuals with similar backgrounds is important, UK studies on the benefits of same ethnicity and racial pairing is patchy. A YJB study showed that white mentors are most likely to improve literacy while Black mentors are better able to improve family relationships and self-confidence⁵. The need to cater for cultural need and specific exclusion and disadvantage due to race has lead to some organisations, such as Birmingham Mentoring Consortium (now part of Step:up and Chance UK) to provide targeted matching.

Other Key Messages

- Serious youth violence in London presents a unique set of social challenges requiring carefully targeted action. Not being able to take advantage of available opportunities can open a cycle of deprivation that entrenches social and economic exclusion and creates pockets where crime and the wider affects of social alienation become concentrated. Marginalised young people are likely to have limited access to responsible adult support, and have few opportunities to develop skills

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⁸ Saito, R., N. and Roehlkepartain, E., C. (1992) *The diversity of mentoring*. The Search Institute. Available at: <http://www.csgv.ca/counselor/assets/The%20Diversity%20of%20Mentoring.pdf>

⁹ See Benson, P. L., Leffert, N., Scales, P. C., and Blyth, D. (1998) Beyond the "village" rhetoric: Creating healthy communities for children and youth. *Applied Developmental Science* 2 (1), 138-159

¹⁰ Garmezy, N. (1985) Stress resistant children: The search for protective factors. In J. E. Stevenson, ed., *Recent research in developmental psychopathology*, 220-227. Oxford: Pergamon

and competencies whilst pursuing positive activities. Modern mentoring must therefore sharpen old tools to do a new kind of job.

- The explicit demands of those involved or vulnerable to being either the perpetrator or victim of serious youth violence requires mentoring provision to be specifically targeted at addressing holistically these key issues and concerns.
- With perceived limited life opportunities to acquire the things deemed necessary for a successful life, street culture offers tangible prospects to make money and get respect. Where a family or whole community get entangled in the poverty trap some young people have no readily available alternative reference point. A mentor can provide a new perspective on life, raise aspirations and open new opportunities. For those young people who have spent all of their lives in the area where they were born, this can be key in helping to change their attitudes and behaviour.
- "Crime, criminalisation and minority ethnic communities, there has been a tendency with this work to make sweeping assumptions about those falling under the broad 'catchall-all' ethnic categories that are often utilized by the researcher, such as 'black' or 'Asian', which can obscure the distinct experience of certain groups." Garland et al (2006:423¹¹)

The problem with black male youth

- a consequence of deep rooted institutional racism within media, schools, cjs, local authority housing departments combined with the racist-exclusionary practices of the labour market?
- a result of their adoption of a violent youth subculture which is compounded by the absence of black fathers actively playing a role in their lives; as evidenced by high rate of black female headed households?
- unfairly labelled by the media as criminals, and then actually turned into criminals by the police, law courts and immigration authorities, as a result of institutionalised racism?
- Road culture – occupying the centre ground are the vast majority of young people, with a small minority of young males or 'rude boys' – who immerse themselves into the world of badness – taking up the extreme margins. Additionally there are a small number of young black males who continually travel back and forth between the centre and the margins of Road culture.

¹¹ Garland, J., Spalek, B. and Chakraborti, N. (2006) 'Hearing Lost Voices: Issues in Researching Hidden Minority Ethnic Communities', *British Journal of Criminology*, 46: 423-437.

Roger Hadwen

From: Roger Hadwen
Sent: 31 May 2011 17:39
To: Lizzie Noel; 'Ray Lewis'; Ron Belgrave
Subject: Scoring template

Attachments: MMP Assessment Template.doc

Hello All

Please find attached a scoring template. Please can you fill this in as you interview each bidder tomorrow. Printed off copies will be available.



MMP Assessment
Template.doc (4...

Roger

Roger Hadwen

Senior Policy and Projects Officer
Community Safety Unit
GREATER LONDON AUTHORITY
City Hall
The Queen's Walk
London SE1 2AA
Tel: 020 7983 4481
Mob: 07770 532466

Panel member:

Grantee name:

Note, scoring is based on both the written application and the applicant's presentation to the assessment panel

Criteria	Points available	Score	Comments
<p>1. Have proposed an effective model for realising objectives of Mayor's Mentoring Programme</p> <ul style="list-style-type: none"> Proposals best encapsulating the aims and objectives of Time for Action & Project Titan Experience of running mentoring projects including mentor training, support for mentoring relationships, liaison with statutory agencies and work with young people at risk of offending. Ambitious numbers of volunteers successfully vetted, trained and matched with referred boys Commitment to measure impact in an agreed and meaningful way Relevant high quality mentoring training specific to the needs of 10-16 year old Black boys as mentees and experience of providing that training Projects with short start up times demonstrating a good base level of the mentoring field from applicants Knowledge of the issues facing black boys in London, including: <ul style="list-style-type: none"> ➢ Street culture ➢ The nature of retaliatory violence ➢ Stop and search and community policing ➢ Gangs and other criminal labels used by professionals ➢ Self-perception, attitudes to girls, family relationships, views on society ➢ The impact of friendships and peer pressure in criminal activity ➢ The drivers and causes of involvement in youth violence Strong communication skills, clear report writing and presentation skills Ability to communicate robust, technical work in an accessible way via written reports and presentations to a range of audiences Quality and robustness of proposed approach, project management and budget management 	60		

2. Have sufficient people and resources to deliver on the bid	15		
<ul style="list-style-type: none">• Relevance of Professional Qualifications, Competencies and Experience• Availability of adequate resources available			
3. Have they demonstrated value for money in the budget?	25		
4. Questions			

Roger Hadwen

Subject: Updated: Mayor's Mentoring Programme - Interviews
Location: CR2
Start: Wed 15/06/2011 14:00
End: Wed 15/06/2011 16:00
Show Time As: Tentative
Recurrence: (none)
Meeting Status: Not yet responded
Required Attendees: Edward Lister; Ron Belgrave; 'Ray Lewis'; Lizzie Noel; Helen Keenan
Importance: High

Hello All

Papers for Wednesday attached. You should all have hard copies of the shortlisted bids, please let me know if you need these electronically. Attached are:

- The interview schedule for Wednesday
- The Assessment Template you will need to fill in for each bid (I will have hard copies on the day but you may want to familiarise yourself with them)
- A mentoring 'ready-reckoner' and a summary of mentoring research
- The original Request for Proposals



Interview
Schedule.doc (41 KB)



MMP Assessment
Template.doc (4...



Mentoring Note for
Panel.doc (...)



Mentoring Ready
Reckoner.doc (...)



RFP Final.doc (109
KB)

Roger

Mayor's Mentoring Programme – Decision Panel

Four consortia have been invited back for interviews on Wednesday 15 June. The schedule for the afternoon is:

- 2.00-2.10pm Assemble in Committee Room 2
- 2.10-2.30pm UEL/London Action Trust
- 2.35-2.55pm Active Communities Network
- 3.00-3.20pm Freeman Oliver
- 3.25-3.45pm BTEG/MBF
- 3.45-4.00pm Final discussion and decision

They have been asked to bring key members from their consortia but to keep numbers to a minimum.

The interview/decision panel will be chaired by Edward Lister, Chief of Staff and Deputy Mayor and will feature Lizzie Noel, Mayoral Advisor on Social Action & Volunteering; Ray Lewis, the Mayor's Mentoring Champion; Ron Belgrave, Head of Community Safety and Helen Keenan, Assistant Director, Health & Communities. Roger Hadwen, Senior Policy & Projects Officer, Violent & Youth Crime Team, Community Safety Unit, will provide support.

Each bidder has been asked to present for five minutes on:

- How your consortium/partnership will work together to deliver a successful programme
- What evidence of success there is for your mentoring model including any evaluation, pilots, or other supporting material. You should be aware of the GLA Oracle evaluation framework and be confident your proposal can be considered robust in this context.

They will then answer questions on their bid/presentation.

Panel member:

Grantee name:

Note, scoring is based on both the written application and the applicant's presentation to the assessment panel

Criteria	Points available	Score	Comments
<p>1. Have proposed an effective model for realising objectives of Mayor's Mentoring Programme</p> <ul style="list-style-type: none"> Proposals best encapsulating the aims and objectives of Time for Action & Project Titan Experience of running mentoring projects including mentor training, support for mentoring relationships, liaison with statutory agencies and work with young people at risk of offending. Ambitious numbers of volunteers successfully vetted, trained and matched with referred boys Commitment to measure impact in an agreed and meaningful way Relevant high quality mentoring training specific to the needs of 10-16 year old Black boys as mentees and experience of providing that training Projects with short start up times demonstrating a good base level of the mentoring field from applicants Knowledge of the issues facing black boys in London, including: <ul style="list-style-type: none"> ➢ Street culture ➢ The nature of retaliatory violence ➢ Stop and search and community policing ➢ Gangs and other criminal labels used by professionals ➢ Self-perception, attitudes to girls, family relationships, views on society ➢ The impact of friendships and peer pressure in criminal activity ➢ The drivers and causes of involvement in youth violence Strong communication skills, clear report writing and presentation skills Ability to communicate robust, technical work in an accessible way via written reports and presentations to a range of audiences Quality and robustness of proposed approach, project management and budget management 	60		

2. Have sufficient people and resources to deliver on the bid <ul style="list-style-type: none"> • Relevance of Professional Qualifications, Competencies and Experience • Availability of adequate resources available 	15		
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Themes and lessons – review of the Mentoring literature

Mentoring Research

55 mentoring schemes in the US were included in a meta-analysis exercise, the aim of which was to examine their overall effectiveness. This evaluation exercise has since gone on to become one of the largest and most authoritative studies of its kind. Overall findings point to a modest benefit to the average young person participating.

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The literature shows mentoring to be most successful as an early intervention tool that is more likely to work best with those young people: at-risk of offending or reoffending, who are in care, experiencing multiple deprivation, underachieving at (excluded from) school, not in education training or employment (NEET)⁴.

Mentoring is most effective in improving confidence, changing attitudes and building self-esteem – it is these positive outcomes that are likely to have a positive knock-on effect in other areas. In a number of studies it has been particularly effective for reducing anger and violence and improving self-control³⁰. Not all young people will necessarily benefit from mentoring, such individuals will include those already experiencing significant personal problems and demonstrating extreme vulnerability, and those who are serious or persistent offenders⁵. Mentoring is not suitable for

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Mentoring Ready Reckoner

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Mentoring is a one-to-one, non-judgmental relationship in which an individual voluntarily gives time to support and encourage another. This is typically developed at a time of transition in the mentees life, and lasts for a significant and sustained period of time.

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The Greater London Authority

Request for Applications for Grant Funding

Mayor's Mentoring Programme

1. INTRODUCTION

- 1.1 The GLA is seeking to provide grant funding to an organisation or consortium to provide targeted mentoring support to young men of Black origin aged 10-16 who are at risk of offending, exclusion from school or becoming NEET. This document outlines:

- The invitation to submit Grant Funding Applications and associated requirements
- Evaluation and criteria for decision making for this funding

2. GENERAL

- 2.1 You are invited to submit a Grant Funding Application Form and proposal for the Mayor's Mentoring Programme, the project details of which are in **Annex A**.
- 2.2 Applications must include the following as a minimum.
- 2.2.1 Details of all budgeted costs (Ex VAT).
 - 2.2.2 A comprehensive project proposal.
- 2.3 Applications must be submitted no later than **12:00 hours on Friday 20 May 2011** to Roger Hadwen, Senior Policy & Projects Officer, Violent & Youth Crime Team, Community Safety Unit, Greater London Authority, City Hall, The Queen's Walk, London SE1 2AA. No reference to the Charges may be made in any prior communications with the GLA.
- 2.4 We reserve the right to award the funding for which applications are being invited in whole, in part, or not at all.
- 2.5 Applications must be kept open for our acceptance for a period of 3 calendar months from the date fixed for return.
- 2.6 No payment shall be made by the GLA in respect to the provision of this application.
- 2.7 All information supplied by the GLA in connection to the Request for Applications for Grant Funding must be maintained by you in strictest confidence and not disclosed to any third party without receiving prior written consent.
- 2.8 All questions should be referred to:

Roger Hadwen
Senior Policy and Projects Officer, Violent & Youth Crime Team
Community Safety Unit
Greater London Authority
City Hall, The Queens Walk
More London
London SE1 2AA
Email: roger.hadwen@london.gov.uk

3. EVALUATION

3.1 The funding will be awarded to the best project proposal.

3.2 In evaluating applications, the GLA will apply the following award criteria:-

Criteria for Funding Agreements	Relative Importance
Project Proposal <ul style="list-style-type: none"> Proposals best encapsulating the aims and objectives of the Mayor's Time for Action strand – Project Titan, particularly with regard to the mooted Mayor's Mentoring Programme. Mentoring projects including mentor training, support for mentoring relationships, liaison with statutory agencies and work with young people at risk of offending offered by organisations with experience of these activities. Experience of working with statutory bodies in London Ambitious numbers of volunteers successfully vetted, trained and matched with referred boys Commitment to measure impact of project in an agreed and meaningful way Proposals for high quality mentoring training and experience of providing that training Projects with short start up times demonstrating a good base level of the mentoring field from applicants Demonstrable knowledge of the issues facing black boys in London, including: <ul style="list-style-type: none"> Street culture The nature of retaliatory violence Stop and search and community policing Gangs and other criminal labels used by professionals Self-perception, attitudes to girls, family relationships, views about society The impact of friendships and peer pressure in criminal activity The drivers and causes of involvement in youth violence Awareness of relevant Mayoral strategies providing the context to the Mayor's Mentoring Programme Strong communication skills, clear report writing and presentation skills Ability to communicate robust, technical work in an accessible way via written reports and presentations to a range of audiences Quality and robustness of proposed approach, project management and budget management 	60%
People Resources <ul style="list-style-type: none"> Relevance of Professional Qualifications, Competencies and Experience Availability of adequate resources available 	15%
Budget <ul style="list-style-type: none"> Value for money 	25%

3.3 The GLA may request presentations from applicants.

- 3.4 Award of the funding will be subject to a competitive process and will be judged on the quality of the project proposal and the evidenced ability and experience of the applicants to complete the project's aims and objectives.

Applications for funding must include the following:

- A methodology statement including details of project scope, approach and milestone plan.
- Details of relevant experience of similar projects.
- A full C.V. of all the consultants or employees that will work on the project and the time commitment each will make to the project.
- If applicable, which elements of the brief will be attributed to which consultant or employee?
- Confirmation that the project will stick to the budget quoted.
- Details of internal quality systems and an understanding of risks and how these will be mitigated.
- Applications should contain proposals for appropriate methodologies within the full available funding amount of £1.3million.

ANNEX A

Project Details

Project Titan and the Mayor's Mentoring Programme

1. Introduction

- 1.1 In November 2008 the Mayor published a 'call to partners' entitled Time for Action. It was published amidst escalating concerns around youth violence in London with youth murders having risen by 53% between 2006 and 2007, and having continued to rise during 2008.
- 1.2 Time for Action laid out proposals for potential projects in six strands of activity and sought to provoke debate among those involved in long-term prevention. The projects aim to tackle serious youth violence by equipping young people for the future in order to prevent and reduce the propensity to violence. The work strands are: supporting young people in custody (Project Daedalus); keeping young people in education (Project Brodie); developing character and responsibility (Project Titan); understanding and sharing what really works (Project Oracle); Mayor's Scholars, London Academies and Apprentices; and expanding sport and music opportunities.
- 1.3 Project Titan is the Mayor's commitment to support the expansion of the uniformed youth groups in London; to expand the MetBPA's VOYAGE programme; and to provide mentors for Black boys aged 10-16 who may be at risk of SYV whether as perpetrators or victims.
- 1.6 As part of Project Titan, the GLA is funding a mentoring programme aimed at Black boys aged 10-16 from seven target boroughs with a disproportionate problem with Serious Youth Violence (SYV). The boroughs are: Brent, Croydon, Hackney, Haringey, Lambeth, Southwark and Waltham Forest.

2. Rationale

- 2.1 It is evident that some groups are more likely to take part in criminal activity or become NEET than others. Evidence suggests that Black and mixed race boys are more likely to have lower levels of attainment and are over-represented in the criminal justice system. In 2007 CLG published the REACH report¹ outlining a range of evidence in relation to this. For example: only 31% of Black African and 23% of Black Caribbean boys achieve the benchmark of 5 A*-C GCSEs (including English and maths), compared to the national average of 40, Black Caribbean boys are three times more likely to be permanently excluded from school than the average and are more likely to offend. When considering the data for London² it is clear that in London Black boys are disproportionately represented in the youth justice system compared to their population as a whole. This figure differs across boroughs, for example Lambeth, Hackney and Southwark see a greater proportion of young Black men with a youth justice disposal compared with the percentage of young Black men within the borough.

¹ Department for Communities and Local Government:
<http://www.communities.gov.uk/publications/communities/reachreport>

² Offending data taken from 'NI 44: Ethnic composition of young people on youth justice system disposals'. Youth population (10-19) from GLA economics projections 2007.

- 2.2 A key characteristic for both young offenders and young people NEET is a lack of skills. Around 37% of young offenders have a reading ability below Level 1 with young male offenders nine times, and young women fifteen times, more likely to be unqualified compared with non offenders.
- 2.3 As such, specific targeted interventions that lead to sustained engagement in education and training can reduce the risks of offending for a number of reasons³:
- Education increases the returns to employment because better qualified workers tend to earn higher wages. Criminal behaviour therefore becomes less financially attractive and time spent out of the labour market more costly.
 - Education reinforces social attitudes that discourage people from committing crimes
 - For those still in the community, time spent in education offers positive diversionary activity.

3. Context for training

- 3.1 Potential mentors need to have an understanding of what may be going through the young person's mind, what the factors are that may be influencing his thinking and behaviour, how he may see himself in regards to the rest of the community and the rest of society, and what may be contributing to the overall prevalence, propensity and susceptibility to violence among young Black people (boys in particular).
- 3.3 Potential mentors need up to date insights to the complex nature of what is happening on the streets so as to help them develop a comprehensive framework for approaching the problem. Recent consultations have highlighted the need to better understand a number of issues associated with serious youth violence such as identity, approach to education, anger, alienation, stop and search, the role of race and ethnicity, how violent behaviour starts and is perpetuated and so on.
- 3.4 Training proposals should be comprehensive and geared toward providing an appreciation of the context, particularly with reference to the target mentee cohort of 10-16 year old Black boys who may be at risk of offending. Key themes to be considered in terms of context setting are:
- Street culture ("on road")
 - The nature of retaliatory violence
 - Stop and search and community policing
 - Gangs and other criminal labels used by professionals
 - Self-perception, attitudes to girls, family relationships, views about society
 - The impact of friendships and peer pressure in criminal activity
 - The drivers and causes of involvement in youth violence
- 3.5 Bidders should have a willingness to work with other organisations and signpost volunteers to other opportunities where appropriate.
- 3.6 Proposals should outline other key elements of the training.

³ Intelligence Issue 23 (July 2010)
https://intelligence.ukces.org.uk/Pages/Newsletter.aspx?NewsletterID=23&articleid=480&Ref=email&dm_i=2CU,7CUO,1GXT6D,IF21,1

4. Objectives

- 4.1 The GLA is seeking to provide grant funding to an organisation or consortium to provide targeted mentoring support to young men of Black origin aged 10-16 who are at risk of offending, exclusion from school or becoming NEET. Evidence shows that these young people are over-represented in the youth justice system, more likely to be excluded from school and often have lower levels of attainment.
- 4.2 The activities required below are a suggested **minimum** objective for proposed projects and applicants should consider and propose the best way to achieve maximum value for the money available.
1. To recruit and train adult volunteer mentors to support young people.
 2. To match adult mentors with **at least 1,000 Black boys aged 10-16** who are at risk of exclusion, offending and/or becoming NEET.
 3. The mentoring relationships, each lasting one year, will take place over the three full years of the project. The aim is for the boys to reach the end of the year without having offended and to be in education and familiar with useful organisations, institutions and opportunities.
 4. Deliver effective and innovative services whilst achieving value for money (please see section on 'Evaluation').

5. Scope

- 5.1 *Target group:* The successful applicant is expected to run a mentoring project to work with young boys of black origin aged 10-16 who are identified as being at risk of offending, becoming NEET or wider exclusion.
- 5.2 *Geography/area of delivery:* Black boys are disproportionately represented in the youth justice system in most boroughs across London. However, in some boroughs this is more pronounced than others; to ensure that the boroughs facing the biggest challenge the GLA have will outline the boroughs of delivery to potential providers.
- 5.3 The boroughs that this project will work in are: **Brent, Croydon, Hackney, Haringey, Lambeth, Southwark and Waltham Forest.**
- 5.4 *Recruiting volunteers:* There are different views on who make the best mentors for Black boys. However, whatever the approach, there needs to be a clear understanding on how to meet the needs of these young people. Applicants should submit their chosen methodology as part of their bids and demonstrate why they consider this to be the most effective approach. Nonetheless, evidence suggests that the mentors recruited for this project should be primarily, though not exclusively, males of Black origin.
- 5.5 *Quality standards:* The quality of mentoring provision offered by applicants is important and it is expected that applicants will already be, or will commit to, working towards an agreed quality standard. Where the applicant has not already met an approved standard they should set out plans for accreditation.
- 5.6 *Project proposals:* There are many ways to deliver mentoring to support young people and the GLA is looking to encourage applicants to return innovative solutions. Applicants will be expected to:

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Is LDA still relevant?

- Ensure that there are enough adult volunteer mentors recruited⁴ and invest in their training as evidence suggests that it is this training element that is crucial for a successful relationship.
- Ensure that all mentors are CRB checked.
- In parallel work with other agencies and communities to build and maintain referral pathways to ensure that at least 1,000 young people participate on the project⁵.
- During the mentoring relationship, the GLA expects that mentoring will take place on a regular basis. Applicants can outline how regularly mentoring should take place and for how long sessions should be – on a weekly basis.
- The relationship should be structured with key milestones and goals where appropriate – designed to support young people to sustain engagement in education, training or employment.
- It is important that mentoring relationships end appropriately if they are to achieve the required outcomes, as such applicants will be expected to clearly outline how they will achieve this for both the young people and the adult mentor.

6. Key Issues

- 6.1 *Referrals:* Referrals will come through a single point of contact (spoc) at one of the statutory bodies within each of the seven target boroughs. They will have been fed into the spoc from schools, PRUs, the police, Youth Offending Teams, approved 'grass-roots' organisations such as youth clubs. Parental referrals and necessary consent will also need to be considered by the successful applicant.

The Referral Pathways will be in place but will need to be developed, maintained and refined by the successful applicant, who will have the ultimate responsibility for the referral process.

The programme is aimed at boys who are at risk of offending or joining gangs, rather than those with an established propensity to offend/offending history. The provision of a mentor should help build resilience amongst this cohort to the temptations of joining a gang or otherwise resorting to violence as a means of conflict resolution or criminal behaviour generally. In reality, for example, within the YOT context this means that boys who are on a Referral Order or known to YOT Triage services would be suitable for the Mayor's Mentoring Programme, but not those on orders for more serious offences. Research shows that mentoring is more likely to be successful with this cohort – ie. prevent offending – than with more prolific/serious young offenders.

- 6.2 *Stigma and pitfalls:* Applicants should be aware of the potential for stigma attached to boys on the Mayor's Mentoring Programme. Peer pressure is among the strongest influences in a boy's life and being a 'Mayor's mentee' may be an extra burden for boys with many complex needs already.

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There are other potential pitfalls the GLA are conscious of and that applicants should make allowance for. For example, the suggested mentoring model means that mentors with experience of the same kind of problems as the mentees are valued. This, in turn, means that many mentors may have offended in the past

⁴ The GLA will feed in the potential volunteer mentors recruited through its own recruitment campaigns, which have received over 1,000 expressions of interest as of 23 Feb 2011.

⁵ Referral pathways will be in place, but will need to be developed, maintained and refined by the fundee.

and may still have links with gangs. [Applicants need to be confident that the project is not being abused by individuals seeking to involve boys in criminal activity.]

- 6.3 *Parents:* As well as from taking parental referrals, applicants should have a robust approach to involving parents in the mentoring relationships.
- 6.4 *Health & Safety:* Volunteer mentors will need to be appropriately trained and made aware of the potential risks they face when mentoring these boys. Particular attention should be given to safe places for mentor/mentee meetings.
- 6.5 *Matching:* The matching of trained mentors to 10-16 year old Black boys is a vital part of the Mayor's Mentoring Programme. Mentees will come from the seven boroughs previously listed, but mentors can come from anywhere in Greater London. Whilst care should be taken to ensure that trained volunteer mentors do not have a long way to travel to meet the mentee; the successful applicant should also be aware of potential sensitivities of matching mentors and mentees from the same locations. Skills, experience and attitude should also be taken into account.
- 6.6 *Timescales:* The GLA will be able to provide 1,500+ potential volunteer mentors and 70+ referred boys at the start of the project. The GLA is keen to see the training completed and mentoring relationships started within the shortest possible timescale and applications should include a proposed methodology for this.

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7. Evaluation and Project Oracle

- 7.1 We define 'outcomes' as the 'changes, benefits, learning or other effects that will result from the project'. Our theory is that '*with the right kind of mentors and the right kind of mentoring*' the project can make a measurable difference. We are looking to applicants to suggest what measurable outcomes they feel they can achieve for their proposed cohort and activities, but we would expect them to be in the areas of:
- Improvement in self-awareness, confidence, leadership skills
 - Reduction in offending or violent behaviour amongst mentees
 - Accomplishment of recognised qualifications
 - Sustained education or employment as a direct result of the programme
- 7.2 It would be important for the successful applicant to understand how their proposed approach can bring about the positive changes they expect to deliver and what the key threats to successful delivery of these changes are.
- 7.3 Project Oracle is the GLA's project about 'understanding and sharing what really works'. Our expectation is that all GLA-funded projects will cooperate with Project Oracle to understand what makes them successful and to improve their performance. The successful organisation or consortium will benefit from this experience prior to the project commencing their work, so that we as the funder are in agreement with them as to what shared success looks like.
- 7.4 The GLA is also reserving an amount of central funding to commission an independent evaluation into the success of the Mentoring Programme. The successful applicant will have an opportunity to contribute to the questions that the evaluation seeks to answer over the period of the programme.

- 7.5 *Monitoring:* The GLA expects the successful organisation or consortium to be able to report on a monthly basis on the key indicators referenced above under 'Evaluation'. Applicants should provide examples of successful project monitoring reports completed in the past.
- 7.6 The full monitoring schedule will be agreed with the successful organisation or consortium through the formal funding agreement, which will be managed by the GLA.

8. Functional Requirements

- Provide a form of certification for those completing the training.
- Monthly monitoring on the project measured against its objectives.

10. Format and Content of Response

Please include:

- Registered company/charity name;
 - Registered address;
 - Company/charity registration number;
 - VAT registration number; and
 - Evidence of public liability and employer's liability insurance.
 - Copy of the most recent audited accounts **or** a statement of the organisation's turnover, profit & loss/income & expenditure and cash flow position for the most recent full year of trading/operations where this information is not available in audited form;
 - A statement of the organisation's cash flow forecast for the current year;
 - The organisation's budget for the current year;
 - Financial Regulations (to include procurement rules); and
 - Budgeted allocation of funding within the project or a budget detailing which activities within the recipient's organisation will be funded. The budget should contain line details of proposed expenditure e.g. staffing costs, stationery and publicity.
-
- A Management Summary describing the scope covered and giving a summary of the proposal, highlighting the benefits of the proposed project, and a summary of the proposed budget.
 - Your understanding of the requirements concisely setting out your view of the project, and the overall aims of the project gained from the information provided.
 - A detailed Project Proposal using the same headings and sections as in this document
 - Any further information you would like us to be aware of.

11. Project Timescale

The key milestones are set out below:

Task Name	Start (indicative dates)
Invitation to submit grant application	26 April 2011
Deadline for applications	Midday 20 May 2011
Award letter and sign off	w/c 30 May 2011
Fundee ready to start project	June 2011
First mentors trained	July 2011
First mentoring relationships start	July 2011
Evaluation	Ongoing
Programme ends	March 2014

Applications submitted beyond the deadlines stated in the table above will be rejected.

Roger Hadwen

From: Roger Hadwen
Sent: 20 June 2011 14:21
To: Ron Belgrave
Cc: Jeff Jacobs
Subject: Mayor's Mentoring Programme

Importance: High

Ron

A few points to clarify how this works, paying particular regard to the need for transparency in lieu of any Freedom of Information Request.

To summarise progress so far:

- 10 applicants submitted bids. An initial sift and score was given to each based on 3 criteria, which were set out in the original request for proposals – Project Proposal (60%), People Resources (15%) and Budget (25%). On the basis of these scores 6 were knocked out and 4 were invited to be interviewed.
- The purpose of the interview was to gain a fuller understanding of the proposals in order to discern which of the 4 most strongly matched our requirements. The first round of interviews was however inconclusive in this respect and therefore all 4 were asked to come back again to explore 2 areas (within the original 3 criteria) more deeply.
- The second & final round of interviews was conducted and on this basis the original scores will be revised to produce a conclusive and final score.

TfL Legal have also advised that if 3 people have been involved in the scoring consistently then it is sensible that only they should be the ones providing scoring – taking into account as they deem appropriate other information (e.g. from the other people who were involved from time to time). So, only scores from Lizzie, Ray and yourself will be considered.

So, what I need from you is:

1. Scores for all 10 of the submitted bids
2. Revisited scores for the four shortlisted candidates revisited based on the two interviews. As with your initial scores, you need to base the scoring on the original framework – Project Proposal (60%), People & Resources (15%) and Budget (25%) – but adjusting your score as you see fit based on the answers you heard. Please complete the table below, in each category providing marks out of the total available, and email it back to me:

	Original				Revi	
	Project Proposal (60)	People & Resources (15)	Budget/Value for money (25)	Total (100)	Project Proposal (60)	People & Resources (15)
ACN				37.7		
BTEG/MBF				47		
Freeman Oliver				64.5		
UEL				33.5		

As you know, we have the launch event on Thursday so I need this information urgently - today if possible, particularly no.2.

Many thanks.

Roger

Roger Hadwen

Senior Policy and Projects Officer

Community Safety Unit

GREATER**LONDON**AUTHORITY

City Hall

The Queen's Walk

London SE1 2AA

Tel: 020 7983 4481

Mob: 07770 532466

Roger Hadwen

From: Roger Hadwen
Sent: 20 June 2011 14:07
To: 'rayl.eyla@btconnect.com'
Cc: Jeff Jacobs
Subject: Mayor's Mentoring Programme

Importance: High

Dear Ray

A few points to clarify how this works, paying particular regard to the need for transparency in lieu of any Freedom of Information Request.

To summarise progress so far:

- 10 applicants submitted bids. An initial sift and score was given to each based on 3 criteria, which were set out in the original request for proposals – Project Proposal (60%), People Resources (15%) and Budget (25%). On the basis of these scores 6 were knocked out and 4 were invited to be interviewed.
- The purpose of the interview was to gain a fuller understanding of the proposals in order to discern which of the 4 most strongly matched our requirements. The first round of interviews was however inconclusive in this respect and therefore all 4 were asked to come back again to explore 2 areas (within the original 3 criteria) more deeply.
- The second & final round of interviews was conducted and on this basis the original scores will be revised to produce a conclusive and final score.

TfL Legal have also advised that if 3 people have been involved in the scoring consistently then it is sensible that only they should be the ones providing scoring – taking into account as they deem appropriate other information (e.g. from the other people who were involved from time to time). So, only scores from Lizzie, Ron and yourself will be considered.

So, what I need from you is:

1. Scores for all 10 of the submitted bids
2. Revisited scores for the four shortlisted candidates revisited based on the two interviews. As with your initial scores, you need to base the scoring on the original framework – Project Proposal (60%), People & Resources (15%) and Budget (25%) – but adjusting your score as you see fit based on the answers you heard. Please complete the table below, in each category providing marks out of the total available, and email it back to me:

	Original				Revi	
	Project Proposal (60)	People & Resources (15)	Budget/Value for money (25)	Total (100)	Project Proposal (60)	People & Resources (15)
ACN	28.9	12	22.5	63.4		
BTEG/MBF	44.8	11.25	15	71.05		
Freeman Oliver	53.7	12	17.5	83.2		
UEL	53.5	11.25	20	84.75		

As you know, we have the launch event on Thursday so I need this information urgently - today if possible, particularly no.2.

Many thanks

Roger

Roger Hadwen

Senior Policy and Projects Officer

Community Safety Unit

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Tel: 020 7983 4481

Mob: 07770 532466

Roger Hadwen

From: Roger Hadwen
Sent: 20 June 2011 14:18
To: Lizzie Noel
Cc: Jeff Jacobs
Subject: Mayor's Mentoring Programme

Importance: High

Dear Lizzie

A few points to clarify how this works, paying particular regard to the need for transparency in lieu of any Freedom of Information Request.

To summarise progress so far:

- 10 applicants submitted bids. An initial sift and score was given to each based on 3 criteria, which were set out in the original request for proposals – Project Proposal (60%), People Resources (15%) and Budget (25%). On the basis of these scores 6 were knocked out and 4 were invited to be interviewed.
- The purpose of the interview was to gain a fuller understanding of the proposals in order to discern which of the 4 most strongly matched our requirements. The first round of interviews was however inconclusive in this respect and therefore all 4 were asked to come back again to explore 2 areas (within the original 3 criteria) more deeply.
- The second & final round of interviews was conducted and on this basis the original scores will be revised to produce a conclusive and final score.

TfL Legal have also advised that if 3 people have been involved in the scoring consistently then it is sensible that only they should be the ones providing scoring – taking into account as they deem appropriate other information (e.g. from the other people who were involved from time to time). So, only scores from Ray, Ron and yourself will be considered.

So, what I need from you is:

1. Scores for all 10 of the submitted bids
2. Revisited scores for the four shortlisted candidates revisited based on the two interviews. As with your initial scores, you need to base the scoring on the original framework – Project Proposal (60%), People & Resources (15%) and Budget (25%) – but adjusting your score as you see fit based on the answers you heard. Please complete the table below, in each category providing marks out of the total available, and email it back to me:

	Original				Revi	
	Project Proposal (60)	People & Resources (15)	Budget/Value for money (25)	Total (100)	Project Proposal (60)	People & Resources (15)
ACN	41.4	9.75	25	76.15		
BTEG/MBF	39.6	13.5	22.5	75.6		
Freeman Oliver	47.9	11.25	10	69.15		
UEL	40.9	12	20	72.9		

As you know, we have the launch event on Thursday so I need this information urgently - today if possible, particularly no.2.

Many thanks.

Roger

Roger Hadwen

Senior Policy and Projects Officer

Community Safety Unit

GREATER**LONDON**AUTHORITY

City Hall

The Queen's Walk

London SE1 2AA

Tel: 020 7983 4481

Mob: 07770 532466

Financial Appraisal

Application for funding – Mayor's Mentoring Programme

Funding Contribution sought (via funding agreement) - £1.3M

This report sets out the results of the financial appraisal carried out by the Finance Team.

1. Active Communities Network Ltd – company limited by guarantee

- ❖ Registered company name: Active Communities Network Ltd
- ❖ Registered Address: Langwood House, 63-81 High Street, Rickmansworth, Herts, WD3 1EQ
- ❖ Company & Charity no: Registered company no: 06086438; charity no. 1121216
- ❖ VAT Registration number: GB905 989 085
- ❖ Evidence of public and employer's liability provided – renewal date 2nd August 2011
- ❖ Organisations internal financial regulations provided.
- ❖ Breakdown of expenditure for which the GLA could potentially fund is provided.

Statement of Accounts Evaluation

- ❖ Audited Statement of Accounts for the period ending 31st March 2010
- ❖ Value of funding as % of income / turnover is very high 103.98%
- ❖ Fail current ratio 1.11
- ❖ Pass quick ratio 1.11
- ❖ Low surplus in current year 2.82% - improvement on previous year's deficit of 13.70%
- ❖ Debtors cycle 20 days
- ❖ Creditors cycle 24 days
- ❖ Very high gearing 874.46%

Recommendation – Fail – Value of potential funding against income / turnover is too high as is the organisations level of debt – fail current ratio – If the Community Safety Unit decide to go ahead with the proposed funding – all payments must be made in arrears on the receipt of expenditure incurred to support the claim for funding. Regular Performance Monitoring meetings should also take place.

2. Black Training & Enterprise Group – company limited by guarantee

- ❖ Registered company name: Black Training & Enterprise Group (BTEG)
- ❖ Registered Address: Lancaster House, 31-33 Islington High Street, London, N1 9LH
- ❖ Company & Charity no. Registered Charity no: 1056043; Company no: 03203812
- ❖ Not vat registered
- ❖ Evidence of Employers Liability Insurance Provided – expiry date 1 May 2012
- ❖ Organisations internal financial regulations provided.
- ❖ Breakdown of expenditure for which the GLA could potentially fund is provided.

Statement of Accounts Evaluation

- ❖ Audited Statement of Accounts for the period ending 31st March 2010
- ❖ Value of funding as a % of income / turnover is very high 167.15%
- ❖ Liquidity ratios are good at 4.52
- ❖ Organisation running on deficits in the last 2 financial years – 15.8% and 22.25% respectively

- ❖ High debtors cycle 71 days
- ❖ Low creditors cycle 7 days
- ❖ Gearing ratio 27.5%

Recommendation – Fail – Value of potential funding against income / turnover is too high – Organisation has also run on deficits in the last 2 financial years– Liquidity ratios are good; organisation appears to be able to meet their liabilities. If the Community Safety Unit decide to go ahead with the proposed funding – all payments must be made in arrears on the receipt of expenditure incurred to support the claim for funding. Regular Performance Monitoring meetings should also take place.

3. University of East London

- ❖ Registered company name: University of East London
- ❖ Registered Address: Docklands Campus, University Way, London E16 2RD
- ❖ VAT registration number GB 506 471 361
- ❖ Breakdown of expenditure for which the GLA could potentially fund is provided.
- ❖ Evidence of Employers / Product and Public Liability Insurance Provided – expiry date 31 July 2011
- ❖ Organisations internal financial regulations provided.

Statement of Accounts Evaluation

- ❖ Audited Statement of Accounts for the period ending 31st July 2010
- ❖ Marginal pass on current ratio 1.80
- ❖ Pass quick ratio 1.80
- ❖ Surplus made in current year 5.45%
- ❖ Debtors cycle 14 days
- ❖ Creditors cycle 25 days
- ❖ Gearing ratio 377.23%
- ❖ Value of proposed funding is low in comparison to annual income / turnover – Less than 1%

Recommendation –Pass– If the Community Safety Unit decide to go ahead with the proposed funding – all payments must be made in arrears on the receipt of expenditure incurred to support the claim for funding. Regular Performance Monitoring meetings should also take place.

4. Freeman Oliver

- ❖ Registered company name: Freeman Oliver Limited
- ❖ Registered Address: Hillside House, 2-6 Friern Park, London, N12 9BT
- ❖ Company number: 5479680
- ❖ VAT Registration number GB 507 4773 37
- ❖ Breakdown of projected expenditure for the project not provided for within the application pack but included in the approach document.
- ❖ Evidence of Employers / Product and Public Liability Insurance Provided – expiry date 31 May 2012

Statement of Accounts Evaluation – Freeman Oliver

- ❖ Un-Audited Statement of Accounts for the period ending 30 Nov 2009 – organisation exempt from audit.
- ❖ Fail Liquidity Ratios 0.48
- ❖ Losses made in both financial years (36.40% & 41.22%)

- ❖ Debtors cycle 25 days
- ❖ High creditors cycle 315 days
- ❖ Negative gearing ratio 228%

Recommendation - FAIL

It should be noted that Freeman Oliver have indicated that they will be working with Barnardo's and have also provided their statement of accounts.

Statement of Accounts Evaluation – Barnardo's

- ❖ Audited Statement of Accounts for the period ending 31st March 2010
- ❖ Fail current ratio 1.21
- ❖ Pass quick ratio 1.18
- ❖ Low profit margin 0.80%
- ❖ Low debtors cycle- less than 1 day
- ❖ Low creditors cycle – 5days
- ❖ High gearing 113.44%

Recommendation - Accounts for Barnardo's Pass when evaluated in isolation

OVERALL RECOMMENDATION – FAIL ON THE BASIS THAT FREEMAN OLIVER WILL BE THE LEAD ORGANISATION FOR WHOM THE GLA COULD POTENTIALLY AWARD £1.3M TO IN GRANT FUNDING – THERE IS NO INDICATION AS TO WHETHER BARNARDO'S IS WILLING TO PROVIDE A PERFORMANCE BOND OR GUARANTEE ON THE PROPOSED FUNDING.

Further Finance Recommendations

The Community Safety Team are advised to consider the financial risk carefully prior to deciding whether or not to proceed with the proposed funding of £1.3m, given the areas of concern highlighted above.

Should the Community Safety Unit decide to proceed with any of the proposed bidders for funding, the Finance Team recommends that regular performance & monitoring meetings are held between the Community Safety Team and the recipient of funding to discuss progress against the project deliverables. With regards to payment of funds, and in line with the funding agreement toolkit the following must be implemented in order to safeguard the GLA investment:

Interim & Final payments

Payments should be made within the profile of the funding agreement and all paid in arrears. To support the payment being made, the following must be provided:

- Invoices/purchase orders/signed contracts/letters of engagement to support the expenditure incurred.
- An income and expenditure statement to include the budget, expenditure to date for each line item of expenditure as set out in the original funding bid and income received from the GLA to date;

- The interim income and expenditure statement certified by the organisation's chief finance officer or a person authorised by the organisation to sign documents that legally bind the organisation (excluding the project officer). Certification to read that the information contained therein is a true and correct statement of expenditure incurred in the period;
- Demonstration of how spend to date links to milestones contained in the Funding Agreement; and
- Ledger print of transactions included within the interim income and expenditure statement.

With regards to the final payment all of the above must be provided plus the following:

- The final income and expenditure statement certified by the organisation's chief finance officer or a person authorised by the organisation to sign documents that legally bind the organisation (excluding the project officer). Certification to read that the information contained therein is a true and correct statement of expenditure incurred;
- Final report on achievement of funding objectives as set out in the Funding Agreement;

Background Documents

- ❖ Financial Appraisals

FINANCIAL EVALUATION OF TENDERERS

COMPANY NAME

1 Active Communities Network Ltd

Registered Company No. 06086438

Registered Charity No. 1121216

HELP

Criteria for Evaluation

Most Recent Accounts

at 31 March 2010

Prior Year Accounts

at 31 March 2009

Guidance (adjust for contract where appropriate)

Value of contract as a percentage of turnover	Value of Contract	1,300,000	16	1,300,000	2
current ratio	Annual Turnover	1,250,266	17	1,164,499	3
quick ratio or acid test ratio	Current Assets	376,270	18	287,612	4
net profit (after tax)/sales	Current Liabilities	338,514	19	295,812	5
Net (exp)/income for year	Current Assets less Stock	376,270	20	287,612	6
net operating profit/operating assets	Current Liabilities	338,514	21	295,812	7
as above	Profit	35,304	22	159,528	8
debtors cycle	Annual Turnover	1,250,266	23	1,164,499	9
creditors cycle	Net Operating Profit	-	24	-	10
	Operating Assets	43,029	25	7,725	11
	Debtors - Trade	70,851	26	6,567	12
	Annual Turnover	1,250,266	27	1,164,499	13
	Creditors - Trade	78,301	28	65,459	14
	Cost of Sales	1,214,962	29	1,324,027	15
	Borrowing	376,270	30	287,612	16
	Net Worth	43,029	31	7,725	17

Pass

Fail

Brief description of why company failed:

Value of funding as % of income is far too high - Gearing ratio is very high - fail current ratio - if department decide to go ahead with the proposed funding - all payments must be made in arrears on the receipt of evidence of expenditure, with regular performance monitoring taking place.

Optimum around 50%.
Above 50% further consideration.
Below 50% ok.

Return on Capital employed.
6% or more.

Should be less than 40 days.
Further consideration if between 40 and 50 days.

Pass if greater than or equal to 1.
Fail if less than 0.9

Further consideration if between 0.9 and less than 1.
Indicates profit margin.

Pass if 20% or below.
Fail if above 30%.

Further consideration if between 20% and 30%.

Pass if greater than or equal to 2.
Fail if less than 1.5.

Further consideration if between 1.5 and less than 2.

FINANCIAL EVALUATION OF TENDERERS

COMPANY NAME

1 **Black Training & Enterprise Group**
 Registered Company No. 03203812
 Registered Charity No. 1056043

Criteria for Evaluation

Most Recent Accounts
 at 31 March 2010

Prior Year Accounts
 at 31 March 2009

Value of contract as a percentage of turnover	Value of Contract	1,300,000	16	1,300,000	2
current ratio	Annual Turnover	777,759	17	626,390	3
quick ratio or acid test ratio	Current Assets	324,547	18	489,572	4
net profit (after tax)/sales Net (exp)/income for year	Current Liabilities	71,757	19	113,814	5
net operating profit/operating assets as above	Current Assets less Stock	324,547	20	489,572	6
debtors cycle	Current Liabilities	71,757	21	113,814	7
creditors cycle	Profit	122,897	22	139,374	8
gearing ratio	Annual Turnover	777,759	23	626,390	9
	Net Operating Profit	122,897	24	139,374	10
	Operating Assets	260,919	25	383,816	11
	Debtors - Trade	152,026	26	108,400	12
	Annual Turnover	777,759	27	626,390	13
	Creditors - Trade	18,627	28	38,321	14
	Cost of Sales	900,656	29	755,764	15
	Borrowing	71,757	30	113,814	16
	Net Worth	280,919	31	383,816	17
			32		18

Pass

Fail

✓

Guidance (adjust for contract where appropriate)

Pass if 20% or below.

Fail if above 30%.

Further consideration if between 20% and 30%.

Pass if greater than or equal to 2.

Fail if less than 1.5.

Further consideration if between 1.5 and less than 2.

Pass if greater than or equal to 1.

Fail if less than 0.9

Further consideration if between 0.9 and less than 1.

Indicates profit margin.

Return on Capital employed.

6% or more.

Should be less than 40 days.

Further consideration if between 40 and 50 days.

Optimum around 50%.

Above 50% further consideration.

Below 50% ok.

Brief description of why company failed:

Value of funding as % of income is far too high - organisation running on a deficit - high debtors cycle - If department decide to go ahead with the proposed funding - all payments must be made in arrears on the receipt of evidence of expenditure, with regular performance monitoring taking place.

FINANCE
GROUP

Prepared by

(R Nauyock)

Authorised by

(D Kewen)

T Middleton

FINANCIAL EVALUATION OF TENDERERS

COMPANY NAME

1 University of East London

HELP

Criteria for Evaluation

Most Recent Accounts
at 31 July 2010Prior Year Accounts
at 31 July 2009

Guidance (adjust for contract where appropriate)

Value of contract as a percentage of turnover	Value of Contract	1:300,000	16	1:300,000	2	Pass if 20% or below. Fail if above 30%.
current ratio	Annual Turnover	159,676,000	17	149,492,000	3	Further consideration if between 20% and 30%.
	Current Assets	73,675,000	18	58,985,000	4	Pass if greater than or equal to 2. Fail if less than 1.5.
quick ratio or acid test ratio	Current Liabilities	40,981,000	19	37,793,000	5	Further consideration if between 1.5 and less than 2.
	Current Assets less Stock	73,650,000	20	58,958,000	6	Pass if greater than or equal to 1. Fail if less than 0.9
net profit (after tax)/sales Net (exp)/income for year	Current Liabilities	40,981,000		37,793,000		Further consideration if between 0.9 and less than 1.
	Profit	8,707,000	21	10,779,000	7	Indicates profit margin.
net operating profit/operating assets as above	Annual Turnover	159,676,000		149,492,000		Return on Capital employed. 6% or more.
	Net Operating Profit		22		8	
debtors cycle	Operating Assets	192,541,000	23	180,563,000	9	Should be less than 40 days. Further consideration if between 40 and 50 days.
	Debtors - Trade	6,290,000	24	4,814,000	10	
creditors cycle	Annual Turnover	159,676,000	25	149,492,000	11	
	Creditors - Trade	10,696,000	26	10,651,000	12	Optimum around 50%. Above 50% further consideration. Below 50% ok.
gearing ratio	Cost of Sales	150,969,000	27	138,713,000	13	
	Borrowing	393,900,000	28		14	
	Net Worth	104,418,000	29	86,413,000	15	

Pass

Fail

Pass - However, if department decide to go ahead with the proposed funding - all payments must be made in arrears on the receipt of evidence of expenditure, along with regular performance monitoring.

FINANCE
GROUPPrepared by M. Nanyek (R Nanyek)

Authorised by

(Signature)

T. Middleton

FINANCIAL EVALUATION OF TENDERERS

COMPANY NAME

1 Freeman Oliver Limited

exempt from audit

HELP

Criteria for Evaluation

Most Recent Accounts
at 30 Nov 2009Prior Year Accounts
at 30 Nov 2008

Guidance (adjust for contract where appropriate)

Value of contract as a percentage of turnover	1,300,000	16	1,300,000	2
Annual Turnover	57,673	17	2254.09%	3
Current Assets	28,840	18		4
Current Liabilities	60,019	19	0.48	5
Current Assets less Stock	28,840	20		6
Current Liabilities	60,019		0.48	
Profit	20,995	21		7
Annual Turnover	57,673		-36.40%	
Net Operating Profit	28,173	22		8
Operating Assets	26,051	23	108.15%	9
Debtors - Trade	3,885	24		10
Annual Turnover	57,673	25	24.59	11
Creditors - Trade	9,388	26		12
Cost of Sales	10,863	27	315.44	13
Borrowing	60,019	28		14
Net Worth	26,324	29	-228.00%	15

Pass

Fail

FAIL - Funding as % of turnover is too high - poor liquidity - losses made in both financial years - high creditor cycle - negative gearing ratio

Pass if 20% or below.

Fail if above 30%.

Further consideration if between 20% and 30%.

Pass if greater than or equal to 2.

Fail if less than 1.5.

Further consideration if between 1.5 and less than 2.

Pass if greater than or equal to 1.

Fail if less than 0.9

Further consideration if between 0.9 and less than 1.

Indicates profit margin.

Return on Capital employed.
6% or more.

Should be less than 40 days.

Further consideration if between 40 and 50 days.

Optimum around 50%.

Above 50% further consideration.

Below 50% ok.

FINANCIAL EVALUATION OF TENDERERS

COMPANY NAME

1 Barnardo's

HELP

31 March 2010

31 March 2009

Criteria for Evaluation

Most Recent Accounts
at 30 Nov 2009Prior Year Accounts
at 30 Nov 2008

Value of contract as a percentage of turnover	16	1,300,000	2	1,300,000
current ratio	17	194,681,000	3	176,625,000
quick ratio or acid test ratio	18	39,134,000	4	35,045,000
net profit (after tax)/sales Net (exp)/income for year	19	32,317,000	5	29,710,000
net operating profit/operating assets as above	20	33,132,000	6	33,411,000
debtors cycle	21	32,317,000	7	29,710,000
creditors cycle	22	1,561,000	8	2,289,000
gearing ratio	23	194,681,000	9	176,625,000
	24	-246,636,090	10	42,184,000
	25	130,000	11	285,000
	26	194,681,000	12	176,625,000
	27	193,120,000	13	174,336,000
	28	32,317,000	14	29,710,000
	29	28,487,000	15	35,911,000

Pass

Fail

Working in partnership with Freeman Oliver - high gearing otherwise other ratios are fine.

Pass in isolation

Guidance (adjust for contract where appropriate)

Pass if 20% or below.

Fail if above 30%.

Further consideration if between 20% and 30%.

Pass if greater than or equal to 2.

Fail if less than 1.5.

Further consideration if between 1.5 and less than 2.

Pass if greater than or equal to 1.

Fail if less than 0.9

Further consideration if between 0.9 and less than 1.

Indicates profit margin.

Return on Capital employed.

6% or more.

Should be less than 40 days.

Further consideration if between 40 and 50 days.

Optimum around 50%.

Above 50% further consideration.

Below 50% ok.

FINANCE
GROUPPrepared by Allysonella (R Nauyack)

Authorised by

(P. K. K. K. K.)

T. Middleton

GREATER **LONDON** AUTHORITY

REQUEST FOR MAYORAL DECISION – MD856

Title: Project Titan – Mayor's Mentoring Programme

Executive Summary:

- This MD provides the rationale for awarding the grant (£1.3m) for the above programme to the consortium led by University of East London (other key partners include London Action Trust and Ethos Consultancy Ltd).
- The above programme is integral to the Time for Action programme, the Mayor's plan to reduce serious youth violence in London, approved under MD 454.
- This MD contains all the relevant information regarding the programme which the Direction concerns. The Direction does not prescribe details on the implementation of the programme. A comprehensive set of outputs and outcomes has previously been developed, contained in the funding agreement with University of East London.

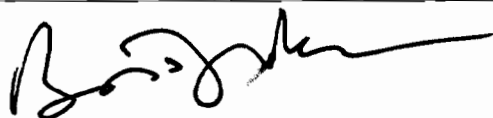
Decision:

To award the grant for the Mayor's Mentoring Programme to the consortium led by University of East London.

Mayor of London

The above request has my approval.

Signature



Date 27/6/2011

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

Decision required – supporting report

1. Introduction and background

- 1.1 In November 2008 the Mayor published a 'call to partners' entitled Time for Action. It was published amidst escalating concerns around youth violence in London with youth murders having escalated by 53% between 2006 and 2007, and continuing to rise in 2008.
- 1.2 Serious youth violence remains a priority for the Mayor. In 2010 19 teenagers were murdered, and even though knife crime has begun to level out the number of young Londoners arrested and charged for gun offences rose from 142 in 2008 to 218 in 2009 (a 54 percent increase).
- 1.3 Alongside robust enforcement, the Mayor is keen to see more effort to 'turn off the tap' and prevent young people from entering the criminal justice system in the first place.
- 1.4 Time for Action aims to tackle serious youth violence by equipping young people for the future in order to prevent and reduce the propensity to violence. It is intended to address the complex long-term root causes of teenage violence by improving opportunities for young people to succeed and is designed to work alongside other preventative, diversionary, intervention and enforcement measures. Time for Action consists of six projects:
- Project Titan - Building character and responsibility
 - Project Daedalus - Smarter approach to custody and resettlement
 - Project Brodie - Keeping young people in education
 - Project Oracle - Establishing a coordinated London-wide way of understanding and sharing what really works when preventing and tackling youth violence
 - Mayor's Scholars - Helping young people in care to achieve their academic potential
 - Sports and Music for all - Giving more young Londoners the opportunity to participate in high quality sport & cultural activities
- 1.5 The programme in this Mayoral Decision falls under Project Titan.
- 1.6 Since the publication of Time for Action in 2008 the GLA has been actively working with the police, government, local government, youth justice bodies and third sector to develop and deliver the six strands of work. On 22 December 2009 Mayoral Decision 454 was signed off, which outlined the current deliverables and the funding required.

1.7 Project Titan

- 1.7.1 Rationale:** Project Titan aims to build character, self-respect and responsibility by, among other things, providing appropriate mentors to boys and young men at risk of offending. The Mayor also wants to do more for young black boys in London – who are at greater risk of offending and violence. To this end, there are three streams of work under Project Titan: Structured Youth Activities; expansion of the MetBPA's VOYAGE programme; the Mayor's Mentoring Programme. This MD is solely concerned with the Mayor's Mentoring Programme.
- 1.7.2 Mayor's Mentoring Programme:** of particular concern to the Mayor is the disproportionate number of young black men who are affected both as victims and perpetrators of serious youth violence. GLA analysis suggests that, between 2007 and 2009, 77 per cent of youth murder victims aged 10 to 19 in the capital were black. 20 percent of London's secondary school pupils are either African or Caribbean (black British), however 57 per cent of young offenders sentenced to custody in London in 2008/9 were black British and 92% of London's young offenders sentenced to life imprisonment in 2008/09 were black.

1.7.3 Evidence also suggests that black boys are more likely to have lower levels of attainment and are also over-represented in the criminal justice system. In 2007, CLG published the REACH report¹ that outlined a range of evidence in relation to this. For example:

- Only 31% of black African and 23% of black Caribbean boys achieve the benchmark of 5 A*-C GCSEs (including English and maths), compared to the national average of 40%.
- Black Caribbean boys are three times more likely to be permanently excluded from school than the average.
- In June 2005, for every thousand black people in the population, 7.1 were in prison - around five times higher than the rate for white people (1.4 per thousand).
- Amongst young offenders, young black people are over-represented – forming 6% of young offenders whilst comprising only 3% of 10-17 years olds in England and Wales.

1.7.4 Project Titan will support a new approach to mentoring for black boys* that provides more effective guidance. The headlines are:

- Three-year project that aims to reach a minimum of 1,000 black boys.
- Mentors for black boys aged 10-16 targeted in seven boroughs who are NEET or at risk of becoming involved in crime and anti-social behaviour.
- Black boys matched with black men†, who are screened and trained to provide positive guidance.
- The project could be expanded London-wide with funding from the private sector.

1.8 Rationale for Decision

1.8.1 On 21 December 2009 Mayoral Decision 454 outlined the strands of the Time for Action strategy, including Project Titan. Previously it was the intention for the London Development Agency (LDA) to provide financial resources of £1,190,000 to support the development and delivery of the project "Mentoring For Young People At Risk" under Project Titan. This amount has since been amended (via MD826) to £1,373,000, at the same time as revenue funding was transferred from the LDA to the GLA.

1.8.2 On 26 April 2011 a Request for Proposals was published on the Team London web pages of the Greater London Authority's site, with a deadline for submissions of midday on Friday 20 May 2011.

1.8.3 Ten full proposals were received by the deadline. These were sent to the members of the Decision Panel – Lizzie Noel, Mayoral Advisor on Social Action & Volunteering; Ray Lewis, the Mayor's Mentoring Champion and Ron Belgrave, Head of Community Safety, GLA – to be independently read and scored before a meeting to decide which bids should be shortlisted.

1.8.4 The shortlisting or 'sift' meeting, took place on 26 May and was chaired by Jeff Jacobs, Head of Paid Service and Executive Director. All members of the Decision Panel were present. As a result of this meeting, four bids were shortlisted.

1.8.5 These bidders were invited to City Hall to give a presentation on their bid and answer questions in an interview. These interviews took place on 1 June 2011 and were chaired by Ron Belgrave with Lizzie Noel and Ray Lewis attending as Panel Members.

¹ <http://www.communities.gov.uk/publications/communities/reachreport>

* Mentees will be predominantly but not exclusively black. If a need for a mentor is demonstrated then no boys will be excluded on the basis of ethnicity

† Mentors will be predominantly but not exclusively black men. The recruitment has been aimed at this demographic to address the disproportionately low numbers of black male mentors. Research indicates that the majority of the target mentee cohort will respond best to adult black males as mentors

- 1.8.6 In discussion after these interviews the panel felt that all the bids had strengths. However the majority of the panel felt that there were areas of the bids that required closer examination – around the operation and management of the consortia to deliver a successful programme (all four bids involved consortia); and the robustness of the mentoring models being proposed. The majority of the panel thought that a second round of interviews was necessary.
- 1.8.7 In line with the GLA Funding Agreement Toolkit, the GLA Finance Team undertook finance due diligence on the four shortlisted bids for grant funding for the Mayor's Mentoring Programme up to the value of £1.3m. Basic checks were carried out using the Companies House Website to confirm the candidate's company title, registered number and their trading status (active or dormant). The most recent financial statements were then appraised using ratio analysis to determine the financial position of the candidates, assessing their profitability, efficiency, liquidity and solvency against set criteria. The results of this assessment were made known to the panel ahead of the second round of interviews.
- 1.8.8 The second round of interviews were held at City Hall on 15 June and were attended by the Decision Panel. In addition, Edward Lister, Chief of Staff and Deputy Mayor, and Helen Keenan, Assistant Director, Health & Communities, attended to provide fresh insight in terms of the questions asked and answers received.
- 1.8.9 The three members of the Decision Panel were then asked to revise their original scores for the four shortlisted bids, based on the additional information gathered from the process described above. This process again did not prove conclusive as three of the bids scored highly and were considered by the majority of the panel to be too closely matched to make a final decision.
- 1.8.10 In the light of the relative closeness of the scores, the financial due diligence and concerns around consortia strength were deemed by the majority of the panel to be key in making a final decision. UEL were the only lead organisation to satisfy the financial due diligence appraisal. Given this and the fact that UEL had a strong bid has led a majority of the panel to recommend that the Mayor should award the funding to UEL.

2. Issues for consideration

a) Links to strategies and Corporate Plan

This work is part of Project Titan, one of the workstrands in Time for Action, which directly contributes to the Safer London priority under the Corporate Plan.

The Strategic Plan Delivery Form reference number relating to this proposal is: 91SP10/11.

The relevant Mayoral Decisions are MD454 and MD669.

A relevant Mayoral Direction is MD826.

b) Impact assessments and Consultation

Heath, Sustainable Development, Community Safety & Equalities Impact Assessments

Crime and fear of crime can have a negative impact on the health of Londoners. This work will indirectly contribute to health objectives by promoting the reduction of crime and disorder in London.

This work fits well with the GLA's equalities agenda in terms of diversity and social inclusion as it seeks to tackle disproportionality among perpetrators and victims of serious youth violence.

c) Consultation

A period of consultation took place following the publication of the original document 'Time for Action – The Mayor's Proposals and Call to Partners'; the report is available here: <http://www.london.gov.uk/archive/mayor/crime/timeforaction/docs/timeforaction-response.pdf>

Extensive consultation took place with the LDA to establish the rationale, scope, methodology, outputs and outcomes of the programme referred to in this Decision.

Three 'Mentoring Information Evenings' took place at City Hall towards the end of 2010, at which over 300 potential mentors fed back their views on the proposals for the programme.

To date, five 'Community Conversations' have taken place in, separately, Croydon, Waltham Forest, Brent, Haringey and Hackney – all boroughs in which the programme is due to be delivered. Similar events will be taking place in the remaining two boroughs: Southwark in June 2011, and Lambeth in September 2011. The principal aim of these events is to recruit suitable volunteers to come forward as mentors, and to answer any questions and hear feedback on the programme proposals.

To date, over 1,600 potential mentors have registered their interest; many have asked questions and submitted ideas.

d) Risk

See table below:

Programme	Risk Details	Contingency
Mayor's Mentoring Programme	Delivery partner will not be able to recruit appropriate mentors	The recruitment and training element of the proposal is robust. Over 1,600 volunteers have already come forward.
	Insufficiently robust methodology for the mentoring	Available research collated to provide narrative and methodology to be accompanied by longer-term original research work to refine methodology
	Mentoring relationships break down	Build in time to alter mentor/mentee relationships
	Providers may not be able to implement plans to deliver outcomes by the time the contract is agreed	Ensure that the project meets its approval targets
	Not enough boys are referred onto the programme	Successful work is ongoing with the seven target boroughs to ensure that a steady stream of referred boys are admitted to the programme
	Reputational issues	The GLA will work very closely with UEL to ensure the successful delivery of the programme and ensure that positive messages about the target cohort are provided.

3. Financial Comments

3.1 Approval is being sought to award a grant totalling £1,3m to a consortium of providers led by University of East London for a new project, 'The Mayor's Mentoring Programme') to be governed by a funding agreement between the GLA and the University of East London.

3.2 The phasing of the grant is expected to span three financial years as follows (as per MD669):

2011/12	2012/13	2013/14
£378,000	£680,000	£242,000

3.3 The budget for this project was approved by MD669. The proposed expenditure on this grant scheme scheduled for 2011-12 will be funded by LDA income approved by Mayoral Direction MD826. The proposed expenditure for 2012-13 and 2013-14 is part of the LDA funding settlement for future years and will form part of the GLA General Grant and built into the GLA's Base Budget for 2012-13 and 2013-14, subject to the annual budget process for each subsequent financial year.

3.4 The funds are to be accounted for within the Community Safety Programme budget (each financial year). All appropriate budget adjustments will be made.

3.5 As noted above, the proposed funding will be governed by funding agreement. The GLA Finance Team recommends prudent performance / project monitoring against milestones as per the standard terms of the GLA funding agreement and the Authority's toolkit to safeguard the GLA investment. Accordingly, officers are reminded to ensure that they liaise with both the Legal and Finance Teams in the preparation of the associated funding agreement.

3.6 In addition, officers will need to periodically liaise with the Finance Team, when claims are made for funding, to review claims to ensure milestones are being met and funds can be paid. In line with the Funding Agreement Toolkit, milestone payments should be made following the submission of appropriate documentation / information / that would support the claim. These can include the following (where appropriate):

- Certified income / expenditure statement at line item level that backs up the claim being sought, and is in-line with the approved funding agreement.
- Ledger print of transactions included within the interim income & expenditure statement for the claim.
- Demonstration of how spend to date links to milestones contained in the funding agreement.
- Regular performance monitoring meetings to be scheduled in with the organisations during the duration of the project to enable feedback on progress and assess performance against the agreed milestones.

3.7 Any changes to this proposal, including budgetary implications will be subject to further approval via the Authority's decision-making process.

3.8 The Community Safety Unit within the Communities & Intelligence Directorate will be responsible for managing all the GLA's activities relating to this project.

4. Legal Comments

Powers

- 4.1 Section 30 of the Greater London Authority 1999 ("the Act") provides the Mayor with the power to do anything which the Authority considers will further one or more of its principal purposes, which are: the promotion of economic development and wealth creation, the promotion of social development and the promotion of the improvement of the environment in Greater London. Paragraph 1 indicates that the programme may assist with the promotion of social development in London.
- 4.2 Section 32 of the Act provides that the power under section 30 is exercisable only after consultation with such bodies or persons as the Authority considers appropriate in the particular case.
- 4.3 Section 33 of the Act requires the Authority, when exercising a section 30 power, to make appropriate arrangements with a view to securing that there is due regard to the principle that there should be equality of opportunity for all people.
- 4.4 Section 30(5) of the Act provides that the Authority should exercise its section 30 powers in the way which it considers best calculated to promote the improvement of health of persons in Greater London and to contribute towards the achievement of sustainable development in the United Kingdom, except to the extent the Authority considers not reasonably practicable.

Funding

- 4.5 Paragraph 1 states that funding is to be made available, and officers should ensure that as per the Contracts and Funding Code (the 'Code') funding is distributed fairly, transparently and in accordance with the GLA's equalities obligations. The Code also requires the GLA to demonstrate value for money in the allocation of this funding. Officers should also liaise with the Legal Department on the appropriate legal documentation for the funding agreement.

5. Background/supporting papers

Annex 1: MD454 Time for Action

Annex 2: MD669 Project Titan - projects

Annex 3: MD826 Mayoral Direction to the LDA

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 (FOI Act) and other legislation. Part 1 of this form will be made available on the GLA website within 1 working day of approval. Any facts and advice that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would compromise the implementation of the decision being approved.

Is the publication of this approval to be deferred? YES

If yes, for what reason: Until the decision is announced to the press.

Until what date: Expected to be 1 July 2011

Is there a part 2 form - NO

ORIGINATING OFFICER DECLARATION:

Tick to indicate approval

Sponsoring Director:

Jeff Jacobs has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Advisor:

Lizzie Noel has been consulted about the proposal and agrees the recommendations.

✓

Legal Advice:

The Commercial Law and Projects team have commented on this proposal.

✓

Financial Advice:


The finance team have commented on this proposal on behalf of the Assistant Director of GLA Finance.

✓

OFFICER APPROVAL**Executive Director, Resources**

I have been consulted about the proposal and confirm that financial and legal advice have been taken into account in the preparation of this report.

Signature



Date

27.6.11

Chief of Staff

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature



Date

27/6/2011

The Greater London Authority

Request for Applications for Grant Funding

Mayor's Mentoring Programme

1. INTRODUCTION

- 1.1 The GLA is seeking to provide grant funding to an organisation or consortium to provide targeted mentoring support to young men of Black origin aged 10-16 who are at risk of offending, exclusion from school or becoming NEET. This document outlines:
- The invitation to submit Grant Funding Applications and associated requirements
 - Evaluation and criteria for decision making for this funding

2. GENERAL

- 2.1 You are invited to submit a Grant Funding Application Form and proposal for the Mayor's Mentoring Programme, the project details of which are in **Annex A**.
- 2.2 Applications must include the following as a minimum.
- 2.2.1 Details of all budgeted costs (Ex VAT).
- 2.2.2 A comprehensive project proposal.
- 2.3 Applications must be submitted no later than **12:00 hours on Friday 20 May 2011** to Roger Hadwen, Senior Policy & Projects Officer, Violent & Youth Crime Team, Community Safety Unit, Greater London Authority, City Hall, The Queen's Walk, London SE1 2AA. No reference to the Charges may be made in any prior communications with the GLA.
- 2.4 We reserve the right to award the funding for which applications are being invited in whole, in part, or not at all.
- 2.5 Applications must be kept open for our acceptance for a period of 3 calendar months from the date fixed for return.
- 2.6 No payment shall be made by the GLA in respect to the provision of this application.
- 2.7 All information supplied by the GLA in connection to the Request for Applications for Grant Funding must be maintained by you in strictest confidence and not disclosed to any third party without receiving prior written consent.
- 2.8 All questions should be referred to:

Roger Hadwen
Senior Policy and Projects Officer, Violent & Youth Crime Team
Community Safety Unit
Greater London Authority
City Hall, The Queens Walk
More London
London SE1 2AA
Email: roger.hadwen@london.gov.uk

3. EVALUATION

3.1 The funding will be awarded to the best project proposal.

3.2 In evaluating applications, the GLA will apply the following award criteria:-

Criteria for Funding Agreements	Relative Importance
Project Proposal <ul style="list-style-type: none"> Proposals best encapsulating the aims and objectives of the Mayor's Time for Action strand – Project Titan, particularly with regard to the mooted Mayor's Mentoring Programme. Mentoring projects including mentor training, support for mentoring relationships, liaison with statutory agencies and work with young people at risk of offending offered by organisations with experience of these activities. Experience of working with statutory bodies in London Ambitious numbers of volunteers successfully vetted, trained and matched with referred boys Commitment to measure impact of project in an agreed and meaningful way Proposals for high quality mentoring training and experience of providing that training Projects with short start up times demonstrating a good base level of the mentoring field from applicants Demonstrable knowledge of the issues facing black boys in London, including: <ul style="list-style-type: none"> ➤ Street culture ➤ The nature of retaliatory violence ➤ Stop and search and community policing ➤ Gangs and other criminal labels used by professionals ➤ Self-perception, attitudes to girls, family relationships, views about society ➤ The impact of friendships and peer pressure in criminal activity ➤ The drivers and causes of involvement in youth violence Awareness of relevant Mayoral strategies providing the context to the Mayor's Mentoring Programme Strong communication skills, clear report writing and presentation skills Ability to communicate robust, technical work in an accessible way via written reports and presentations to a range of audiences Quality and robustness of proposed approach, project management and budget management 	60%
People Resources <ul style="list-style-type: none"> Relevance of Professional Qualifications, Competencies and Experience Availability of adequate resources available 	15%
Budget <ul style="list-style-type: none"> Value for money 	25%

3.3 The GLA may request presentations from applicants.

- 3.4 Award of the funding will be subject to a competitive process and will be judged on the quality of the project proposal and the evidenced ability and experience of the applicants to complete the project's aims and objectives.

Applications for funding must include the following:

- A methodology statement including details of project scope, approach and milestone plan.
- Details of relevant experience of similar projects.
- A full C.V. of all the consultants or employees that will work on the project and the time commitment each will make to the project.
- If applicable, which elements of the brief will be attributed to which consultant or employee?
- Confirmation that the project will stick to the budget quoted.
- Details of internal quality systems and an understanding of risks and how these will be mitigated.
- Applications should contain proposals for appropriate methodologies within the full available funding amount of £1.3million.

ANNEX A

Project Details

Project Titan and the Mayor's Mentoring Programme

1. Introduction

- 1.1 In November 2008 the Mayor published a 'call to partners' entitled Time for Action. It was published amidst escalating concerns around youth violence in London with youth murders having risen by 53% between 2006 and 2007, and having continued to rise during 2008.
- 1.2 Time for Action laid out proposals for potential projects in six strands of activity and sought to provoke debate among those involved in long-term prevention. The projects aim to tackle serious youth violence by equipping young people for the future in order to prevent and reduce the propensity to violence. The work strands are: supporting young people in custody (Project Daedalus); keeping young people in education (Project Brodie); developing character and responsibility (Project Titan); understanding and sharing what really works (Project Oracle); Mayor's Scholars, London Academies and Apprentices; and expanding sport and music opportunities.
- 1.3 Project Titan is the Mayor's commitment to support the expansion of the uniformed youth groups in London; to expand the MetBPA's VOYAGE programme; and to provide mentors for Black boys aged 10-16 who may be at risk of SYV whether as perpetrators or victims.
- 1.6 As part of Project Titan, the GLA is funding a mentoring programme aimed at Black boys aged 10-16 from seven target boroughs with a disproportionate problem with Serious Youth Violence (SYV). The boroughs are: Brent, Croydon, Hackney, Haringey, Lambeth, Southwark and Waltham Forest.

2. Rationale

- 2.1 It is evident that some groups are more likely to take part in criminal activity or become NEET than others. Evidence suggests that Black and mixed race boys are more likely to have lower levels of attainment and are over-represented in the criminal justice system. In 2007 CLG published the REACH report¹ outlining a range of evidence in relation to this. For example: only 31% of Black African and 23% of Black Caribbean boys achieve the benchmark of 5 A*-C GCSEs (including English and maths), compared to the national average of 40, Black Caribbean boys are three times more likely to be permanently excluded from school than the average and are more likely to offend. When considering the data for London² it is clear that in London Black boys are disproportionately represented in the youth justice system compared to their population as a whole. This figure differs across boroughs, for example Lambeth, Hackney and Southwark see a greater proportion of young Black men with a youth justice disposal compared with the percentage of young Black men within the borough.

¹ Department for Communities and Local Government:
<http://www.communities.gov.uk/publications/communities/reachreport>

² Offending data taken from 'NI 44: Ethnic composition of young people on youth justice system disposals'. Youth population (10-19) from GLA economics projections 2007.

- 2.2 A key characteristic for both young offenders and young people NEET is a lack of skills. Around 37% of young offenders have a reading ability below Level 1 with young male offenders nine times, and young women fifteen times, more likely to be unqualified compared with non offenders.
- 2.3 As such, specific targeted interventions that lead to sustained engagement in education and training can reduce the risks of offending for a number of reasons³:
- Education increases the returns to employment because better qualified workers tend to earn higher wages. Criminal behaviour therefore becomes less financially attractive and time spent out of the labour market more costly.
 - Education reinforces social attitudes that discourage people from committing crimes
 - For those still in the community, time spent in education offers positive diversionary activity.

3. Context for training

- 3.1 Potential mentors need to have an understanding of what may be going through the young person's mind, what the factors are that may be influencing his thinking and behaviour, how he may see himself in regards to the rest of the community and the rest of society, and what may be contributing to the overall prevalence, propensity and susceptibility to violence among young Black people (boys in particular).
- 3.3 Potential mentors need up to date insights to the complex nature of what is happening on the streets so as to help them develop a comprehensive framework for approaching the problem. Recent consultations have highlighted the need to better understand a number of issues associated with serious youth violence such as identity, approach to education, anger, alienation, stop and search, the role of race and ethnicity, how violent behaviour starts and is perpetuated and so on.
- 3.4 Training proposals should be comprehensive and geared toward providing an appreciation of the context, particularly with reference to the target mentee cohort of 10-16 year old Black boys who may be at risk of offending. Key themes to be considered in terms of context setting are:
- Street culture ("on road")
 - The nature of retaliatory violence
 - Stop and search and community policing
 - Gangs and other criminal labels used by professionals
 - Self-perception, attitudes to girls, family relationships, views about society
 - The impact of friendships and peer pressure in criminal activity
 - The drivers and causes of involvement in youth violence
- 3.5 Bidders should have a willingness to work with other organisations and signpost volunteers to other opportunities where appropriate.
- 3.6 Proposals should outline other key elements of the training.

³ Intelligence Issue 23 (July 2010)

https://intelligence.ukces.org.uk/Pages/Newsletter.aspx?NewsletterID=23&articleid=480&Ref=email&dm_i=2CU,7CUO,1GXT6D,IF21,1

4. Objectives

- 4.1 The GLA is seeking to provide grant funding to an organisation or consortium to provide targeted mentoring support to young men of Black origin aged 10-16 who are at risk of offending, exclusion from school or becoming NEET. Evidence shows that these young people are over-represented in the youth justice system, more likely to be excluded from school and often have lower levels of attainment.
- 4.2 The activities required below are a suggested **minimum** objective for proposed projects and applicants should consider and propose the best way to achieve maximum value for the money available.
1. To recruit and train adult volunteer mentors to support young people.
 2. To match adult mentors with **at least 1,000 Black boys aged 10-16** who are at risk of exclusion, offending and/or becoming NEET.
 3. The mentoring relationships, each lasting one year, will take place over the three full years of the project. The aim is for the boys to reach the end of the year without having offended and to be in education and familiar with useful organisations, institutions and opportunities.
 4. Deliver effective and innovative services whilst achieving value for money (please see section on 'Evaluation').

5. Scope

- 5.1 *Target group:* The successful applicant is expected to run a mentoring project to work with young boys of black origin aged 10-16 who are identified as being at risk of offending, becoming NEET or wider exclusion.
- 5.2 *Geography/area of delivery:* Black boys are disproportionately represented in the youth justice system in most boroughs across London. However, in some boroughs this is more pronounced than others; to ensure that the boroughs facing the biggest challenge the GLA have |will outlined the boroughs of delivery to potential providers.
- 5.3 The boroughs that this project will work in are: **Brent, Croydon, Hackney, Haringey, Lambeth, Southwark and Waltham Forest.**
- 5.4 *Recruiting volunteers:* There are different views on who make the best mentors for Black boys. However, whatever the approach, there needs to be a clear understanding on how to meet the needs of these young people. Applicants should submit their chosen methodology as part of their bids and demonstrate why they consider this to be the most effective approach. Nonetheless, evidence suggests that the mentors recruited for this project should be primarily, though not exclusively, males of Black origin.
- 5.5 *Quality standards:* The quality of mentoring provision offered by applicants is important and it is expected that applicants will already be, or will commit to, working towards an agreed quality standard. Where the applicant has not already met an approved standard they should set out plans for accreditation.
- 5.6 *Project proposals:* There are many ways to deliver mentoring to support young people and the GLA is looking to encourage applicants to return innovative solutions. Applicants will be expected to:

- Ensure that there are enough adult volunteer mentors recruited⁴ and invest in their training as evidence suggests that it is this training element that is crucial for a successful relationship.
- Ensure that all mentors are CRB checked.
- In parallel work with other agencies and communities to build and maintain referral pathways to ensure that at least 1,000 young people participate on the project⁵.
- During the mentoring relationship, the GLA expects that mentoring will take place on a regular basis. Applicants can outline how regularly mentoring should take place and for how long sessions should be – on a weekly basis.
- The relationship should be structured with key milestones and goals where appropriate – designed to support young people to sustain engagement in education, training or employment.
- It is important that mentoring relationships end appropriately if they are to achieve the required outcomes, as such applicants will be expected to clearly outline how they will achieve this for both the young people and the adult mentor.

6. Key Issues

- 6.1 *Referrals:* Referrals will come through a single point of contact (spoc) at one of the statutory bodies within each of the seven target boroughs. They will have been fed into the spoc from schools, PRUs, the police, Youth Offending Teams, approved 'grass-roots' organisations such as youth clubs. Parental referrals and necessary consent will also need to be considered by the successful applicant.

The Referral Pathways will be in place but will need to be developed, maintained and refined by the successful applicant, who will have the ultimate responsibility for the referral process.

The programme is aimed at boys who are at risk of offending or joining gangs, rather than those with an established propensity to offend/offending history. The provision of a mentor should help build resilience amongst this cohort to the temptations of joining a gang or otherwise resorting to violence as a means of conflict resolution or criminal behaviour generally. In reality, for example, within the YOT context this means that boys who are on a Referral Order or known to YOT Triage services would be suitable for the Mayor's Mentoring Programme, but not those on orders for more serious offences. Research shows that mentoring is more likely to be successful with this cohort – ie. prevent offending – than with more prolific/serious young offenders.

- 6.2 *Stigma and pitfalls:* Applicants should be aware of the potential for stigma attached to boys on the Mayor's Mentoring Programme. Peer pressure is among the strongest influences in a boy's life and being a 'Mayor's mentee' may be an extra burden for boys with many complex needs already.

There are other potential pitfalls the GLA are conscious of and that applicants should make allowance for. For example, the suggested mentoring model means that mentors with experience of the same kind of problems as the mentees are

⁴ The GLA will feed in the potential volunteer mentors recruited through its own recruitment campaigns, which have received over 1,000 expressions of interest as of 23 Feb 2011.

⁵ Referral pathways will be in place, but will need to be developed, maintained and refined by the fundee.

valued. This, in turn, means that many mentors may have offended in the past and may still have links with gangs. [Applicants need to be confident that the project is not being abused by individuals seeking to involve boys in criminal activity.]

- 6.3 *Parents:* As well as from taking parental referrals, applicants should have a robust approach to involving parents in the mentoring relationships.
- 6.4 *Health & Safety:* Volunteer mentors will need to be appropriately trained and made aware of the potential risks they face when mentoring these boys. Particular attention should be given to safe places for mentor/mentee meetings.
- 6.5 *Matching:* The matching of trained mentors to 10-16 year old Black boys is a vital part of the Mayor's Mentoring Programme. Mentees will come from the seven boroughs previously listed, but mentors can come from anywhere in Greater London. Whilst care should be taken to ensure that trained volunteer mentors do not have a long way to travel to meet the mentee; the successful applicant should also be aware of potential sensitivities of matching mentors and mentees from the same locations. Skills, experience and attitude should also be taken into account.
- 6.6 *Timescales:* The GLA will be able to provide 1,500+ potential volunteer mentors and 70+ referred boys at the start of the project. The GLA is keen to see the training completed and mentoring relationships started within the shortest possible timescale and applications should include a proposed methodology for this.

7. Evaluation and Project Oracle

- 7.1 We define 'outcomes' as the 'changes, benefits, learning or other effects that will result from the project'. Our theory is that '*with the right kind of mentors and the right kind of mentoring*' the project can make a measurable difference. We are looking to applicants to suggest what measureable outcomes they feel they can achieve for their proposed cohort and activities, but we would expect them to be in the areas of:
 - Improvement in self-awareness, confidence, leadership skills
 - Reduction in offending or violent behaviour amongst mentees
 - Accomplishment of recognised qualifications
 - Sustained education or employment as a direct result of the programme
- 7.2 It would be important for the successful applicant to understand how their proposed approach can bring about the positive changes they expect to deliver and what the key threats to successful delivery of these changes are.
- 7.3 Project Oracle is the GLA's project about 'understanding and sharing what really works'. Our expectation is that all GLA-funded projects will cooperate with Project Oracle to understand what makes them successful and to improve their performance. The successful organisation or consortium will benefit from this experience prior to the project commencing their work, so that we as the funder are in agreement with them as to what shared success looks like.
- 7.4 The GLA is also reserving an amount of central funding to commission an independent evaluation into the success of the Mentoring Programme. The successful applicant will have an opportunity to contribute to the questions that the evaluation seeks to answer over the period of the programme.

- 7.5 *Monitoring:* The GLA expects the successful organisation or consortium to be able to report on a monthly basis on the key indicators referenced above under 'Evaluation'. Applicants should provide examples of successful project monitoring reports completed in the past.
- 7.6 The full monitoring schedule will be agreed with the successful organisation or consortium through the formal funding agreement, which will be managed by the GLA.

8. Functional Requirements

- Provide a form of certification for those completing the training.
- Monthly monitoring on the project measured against its objectives.

10. Format and Content of Response

Please include:

- Registered company/charity name;
 - Registered address;
 - Company/charity registration number;
 - VAT registration number; and
 - Evidence of public liability and employer's liability insurance.
 - Copy of the most recent audited accounts **or** a statement of the organisation's turnover, profit & loss/income & expenditure and cash flow position for the most recent full year of trading/operations where this information is not available in audited form;
 - A statement of the organisation's cash flow forecast for the current year;
 - The organisation's budget for the current year;
 - Financial Regulations (to include procurement rules); and
 - Budgeted allocation of funding within the project or a budget detailing which activities within the recipient's organisation will be funded. The budget should contain line details of proposed expenditure e.g. staffing costs, stationery and publicity.
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- A Management Summary describing the scope covered and giving a summary of the proposal, highlighting the benefits of the proposed project, and a summary of the proposed budget.
 - Your understanding of the requirements concisely setting out your view of the project, and the overall aims of the project gained from the information provided.
 - A detailed Project Proposal using the same headings and sections as in this document
 - Any further information you would like us to be aware of.

11. Project Timescale

The key milestones are set out below:

Task Name	Start (indicative dates)
Invitation to submit grant application	26 April 2011
Deadline for applications	Midday 20 May 2011
Award letter and sign off	w/c 30 May 2011
Fundee ready to start project	June 2011
First mentors trained	July 2011
First mentoring relationships start	July 2011
Evaluation	Ongoing
Programme ends	March 2014

Applications submitted beyond the deadlines stated in the table above will be rejected.