

GREATER LONDON AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2226

Title: Sport Unites Monitoring and Evaluation Consultancy

Executive Summary:

The GLA Sports Team has commissioned specialist, external expertise to develop a theory of change and scope the monitoring and evaluation (M&E) requirements for the Mayor's new community sport investment programme (Sport Unites). Up to £20,000 is required cover the contract costs associated with this commission.

Decision:

The Assistant Director - External Relations approves expenditure of up to £20,000 on specialist consultancy support to develop a theory of change and scope the monitoring and evaluation requirements for Sport Unites.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT:

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Emma Strain

Position: Assistant Director - External Relations

Signature:



Date: 8.5.2018

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 'Sport Unites' is the Mayor's new community sport investment programme. It will focus on delivering Social Integration outcomes – in line with 'All Of Us' the Mayor's Strategy for Social Integration published in March 2018. This marks a shift away from focusing primarily on funding participation-centric community sport initiatives, towards using sport to deliver more complex social outcomes. As such, it has been recognised that a strengthened approach to monitoring and evaluation, planned from the very beginning of the programme, is required. This will include undertaking formative as well as summative evaluation on funded projects and the programme as a whole.
- 1.2 To begin this process, it is necessary to develop a theory of change for the Sport Unites programme and use this as the basis for determining the Monitoring & Evaluation (M&E) requirements and framework for the programme. Due to the complexity of the Sport Unites programme and resource constraints within the Intelligence Unit, a specialist consultancy organisation has been commissioned to undertake this assignment. This ADD is therefore seeking retrospective approval for the financial commitment associated with this work, with expenditure expected to be up to a value of £20k.

2. Objectives and expected outcomes

- 2.1 The purpose of this assignment is to establish, in the early stages of programme delivery, a robust framework for monitoring progress and measuring the impact of the Sport Unites programme. This includes:
- Developing a Theory of Change for the programme; and
 - Producing a specification of the scope and requirements for an independent third-party organisation to provide all M&E services required.
- 2.2 The final deliverable of this assignment will be a report that comprises the items listed above and a presentation to a group that will include the Deputy Mayor for Social Integration, Social Mobility, and Community Engagement; the GLA's Head of Sport; representatives from the GLA's Intelligence Unit and Communities and Social Policy Team; and London Sport's Director of Insight.

3. Equality comments

- 3.1 The public-sector equality duty requires the identification and evaluation of the likely potential impacts, both Under Section 149 of the Equality Act 2010 (the "Equality Act") as public authorities, the Mayor and the GLA must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. Protected characteristics under the Equality Act comprise age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status. Due to the nature of this proposed decision, no particular effects, positive or negative, are foreseen on persons with a protected characteristic under the Equality Act.

4. Other considerations

- 4.1 A competitive process was used to select the specialist provider, in line with GLA procurement guidelines. Organisations were invited to submit a response to a brief, seven bids were received and

each was scored against pre-agreed criteria, by a panel comprising: members of the GLA Sports Team, a representative from the Diversity and Social Policy Unit, and London Sport's Director of Insight.

4.2 Key risks and mitigation:

	Risk	Likelihood / Impact	Response / Mitigation
1	Due to the fluidity that surrounds the definition of social integration (i.e. 'Social Integration' means different things to different people and groups) there may be a lack of clarity around how Sport for Social integration outcomes should be measured.	Medium / Medium	Utilise the definition of Social Integration that has been developed and adopted by the Diversity and Social Policy Unit following extensive consultation, based on the following three pillars: Relationships, Participation, and Equality.
2	There is a risk that the Sport Unites M&E framework is not sufficiently aligned with the M&E framework and metrics for social integration linked to 'All of Us' – the Mayor's strategy for Social Integration.	Low / High	Involve the GLA's Diversity and Social Policy Unit and Intelligence Unit at every stage, including: development of the brief, selection of the organisation that will deliver the assignment, and throughout the process of carrying out the work.
3	There is a risk that grassroots delivery organisations will struggle to comply with the project-level reporting requirements set out in the M&E framework for the programme.	Medium / Medium	Involve grassroots organisations from the outset and secure their input at every stage of developing the M&E framework for the programme. Ensure that the M&E framework includes plans and resources to support and build capacity within grassroots organisations with regard to data collection and evaluation.

5. Financial comments

5.1 The estimated cost of up to £20,000 will be funded from the Sport Team's 2018-19 budget.

6. Planned delivery approach and next steps

Activity	Indicative Timeline
Supplier commissioned	Mid-Mar 2018
Theory of Change workshop	By end Mar 2018
Draft Theory of Change produced	w/c 2 nd Apr 2018
M&E requirements scoped	By 31 st Apr 2018
Final report submitted	By 31 st May 2018
Presentation	w/c 4 th Jun 2018
Assignment complete	w/c 11 th Jun 2018

Appendices and supporting papers: None

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Note: This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:

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

If YES, for what reason:

Until what date: (a date is required if deferring)

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

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:**Drafting officer:**

Mandu Reid has drafted this report in accordance with GLA procedures and confirms that the Finance and –if relevant- Legal teams have commented on this proposal as required, and this decision reflects their comments.

Corporate Investment Board:

The Corporate Investment Board reviewed this proposal on 8 May 2018.

HEAD OF FINANCE AND GOVERNANCE:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature:



Date:

08.05.18