
GREATER LONDON AUTHORITY EUROPEAN SOCIAL FUND CO-FINANCING PROGRAMME 2011 - 2013

YOUTH PROSPECTUS: FUNDING OPPORTUNITIES
FEBRUARY 2012



MAYOR OF LONDON

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Foreword by the Mayor of London

I am delighted to invite you to apply to the first Greater London Authority (GLA) European Social Fund (ESF) tendering round that will invest £10 million to support socially excluded young people across London.

ESF plays an important role in London's funding landscape. Since 2007 over £200 million of ESF funding has been committed to supporting socially excluded Londoners to improve their skills and access jobs. With funding reductions across all Government departments and the current economic challenges, it is more important than ever to maximise all available funding streams and ensure money is targeted to those groups that are most disadvantaged.

I am passionate about supporting disengaged young people. I believe London is the best city to live and work in, but I am also very aware that not every Londoner has the same opportunities to access education and employment. Young people are our future - their experience, knowledge and education is crucial to ensure London keeps at the forefront of a globalised economy. Each young person accessing these ESF programmes will have their own personal history and background. Many of them will have had a difficult start to their lives and these programmes aim to give them a fresh-start to turn their lives around.

During the next three years, the programme aims to support over 1,000 Londoners between the ages of 14 and 25 to access training, improve their skills and education and access employment over a 12 month sustained period.

These ESF programmes are also closely linked to my other initiatives to support young people accessing employment. In particular I want to mention my campaign on apprenticeships. Since the start of my apprenticeships campaign in August 2010 over 54,000 thousand apprenticeships have been generated, with a target of 100,000 by the end of 2012.

I have no doubt that London will recover from the economic downturn, but we need to ensure all young Londoners are equipped with the right skills to take up new employment opportunities and make this great city the best place to live and work in the coming years. That is how we will be able to continue competing globally and also offer the best opportunities to all Londoners.

Good luck with your applications!

A handwritten signature in black ink, appearing to read 'Boris Johnson', with a long horizontal flourish extending to the right.

Boris Johnson
Mayor of London

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APPLICANTS SHOULD NOTE THAT IN ORDER TO ACCESS THE FUNDING OPPORTUNITIES OUTLINED IN THIS PROSPECTUS THEY MUST COMPLETE A STAGE 1 PRE-SELECTION QUESTIONNAIRE (PSQ).

IN ORDER TO ACCESS AND COMPLETE PSQ's, APPLICANTS MUST BE REGISTERED ON THE COMPETEFOR WEBSITE.

FOR FURTHER INFORMATION, PLEASE SEE SECTION 3 OF THIS PROSPECTUS.

How to use this Prospectus

If you are interested in applying to deliver projects supported under the GLA's ESF 2011-13 programme, please read this prospectus carefully. It will give you details of the projects that the GLA intend to fund, how to submit an application, the scoring, moderation and award process, and the timelines for application and delivery, as well as additional information that will assist you to complete your application.

Section 1 provides contextual information regarding the client groups that the GLA would like projects to support, the rationale behind our decision to provide funding in respect of the delivery of sustained outcomes, and gives an introduction to the management structure of London's ESF programme, and to the other London co-Financing Organisations (CFO's).

Section 2 indicates the three project themes that the GLA intend to fund, as well as the geographical focus and value of the eight grants being offered. This section also directs applicants to the 'Statement of Requirements' for each of the grants on offer.

Applicants preparing to bid at Stage 1 must ensure that they are aware of the detail in the 'Statement of Requirements' for the grant(s) that they intend to apply for, and that they are completing the correct 'Pre-Selection Questionnaire' (PSQ) on the CompeteFor website.

Section 3 details the:

- process applicants will need to adhere to when submitting their bids at Stage 1 and Stage 2;
- intention to shortlist applicants at Stage 1;
- confirms the timetables and guidance that will be made available at each stage; and
- verifies the documentation that applicants will have to supply with their full application at Stage 2.

All interested parties may submit a Stage 1 bid through CompeteFor. Only those applicants who are successful at Stage 1 will be invited to submit a Stage 2 application. However, all applicants may wish to make themselves aware of the requirements for Stage 2 and beyond prior to submitting a Stage 1 bid.

Section 4 explains the scoring and selection process for applicants who are invited to submit a Stage 2 bid, and expands upon the Stage 2 timetable.

Section 5 explains the conditions that applicants must adhere to if they decide to submit an application for funding at either Stage 1 or Stage 2.

Section 6 contains information that applicants may find useful in completing a Stage 2 bid,

Appendices 1 to 3 contain the 'Statement of Requirements' for the three projects with grant offers. Stage 1 applicants must ensure that they complete the correct PSQ when making their initial application on CompeteFor.

Appendix 4 contains a list of Acronyms.

Appendix 5 contains a list of additional documents that will be released on the GLA website at the commencement of the Stage 2 Full Application period.

Section 1 Introduction and Context

1.1 Introduction

The Mayor's vision for London is that it is the best big city on earth, in which economic opportunity and talent can thrive and children can grow up safely. He aims to increase opportunities for – and promote the aspirations of – children and young people in London, improve their life chances and reduce youth crime. Engaging young Londoners so that they feel more involved in the city will continue to be a priority, alongside promoting positive images of young people by highlighting their achievements.

The Greater London Authority (GLA) is a strategic authority with a London-wide role to design a better future for the capital. The GLA supports both the Mayor of London to deliver his priorities for London and it supports the London Assembly in their role of scrutinising the work of the Mayor and representing the interests of Londoners.

With the impending closure of the London Development Agency (LDA), the GLA has become the Mayor's agency responsible for driving London's sustainable economic growth. The GLA will work to tackle the various barriers to employment and seek to improve and develop the skills of our workforce. The GLA has a vital role to play in creating an effective approach to economic development and regeneration in London.

1.2 National Context

The economic climate in the UK has changed significantly since the publication of the previous Regional Framework (2007-10), from a growing economy to one emerging slowly from a global recession. The global economic downturn has had a significant impact on the labour market. The latest data, released by ONS in November 2011 are: 16-64 year old employment rate in the three months to September 2011 is 70.2%, equal to 28.22 million, which is down by 106,000 on the previous year. The latest numbers are down 663,000 from the peak of 28.88 million in the 3 months to May 2008.¹

Unemployment has risen. The unemployment rate for the three months to September 2011 was 8.3% of the economically active population, up 0.4% on the last quarter. The total number of unemployed people (16+) was up 129,000 on the quarter to reach 2.62 million in the quarter to September 2011. There were 1.6 million people claiming Jobseeker's Allowance (JSA) in November 2011, up 3,000 on the previous month. Against this backdrop there were 1.02 million unemployed 16 – 24 year olds between July to September 2011, which equates to one in five young people being out of work.

1.3 London's Labour Market

London is a global city and power house of the UK economy driving productivity and economic growth, accounting for more than 20% of UK Gross Value Added.² Over the last twenty years London's working age population has grown by almost 15%³ and prior to the recent recession, job growth was unabated, resulting in around 800,000 new and replacement jobs between 1996 and 2008⁴ London's; employment rate peaked to 71% over the 2001-2007 period.⁵

¹ Office for National Statistics, Nov 2011

² GLA Economics (2009) 'EDS Draft Economic Evidence Base'

³ GLA Economics (2008) 'The evolution of UK and London employment rates,

⁴ GLA Economics (2009) 'Borough Employment Projections to 2031'

⁵ Labour Force Survey 2008, ONS

However, despite this growth not all Londoners are benefiting from London's status of a leading global city. London has the highest level of income inequality in the UK⁶ and its employment rate has consistently lagged behind the national average by between 1.3 and 4.9 percentage points for since 1992. In the three months to May 2011 London's employment rate was 68.5%, 2.2 percentage points below the UK rate (70.7%). For the three months to September 2011 the 16-64 employment rate was 70.2%, which is down by 0.4 percentage points on the previous quarter.⁷ The employment level is not expected to recover until 2015.⁸

In the three months to May 2011, the unemployment rate in London went up by 0.3 percentage points to 9.3%. There are currently 397,000 people aged 16 and over who are unemployed in London.

An even greater challenge for London is the persistently high level of worklessness in the capital. There are a range of factors driving London's high level of worklessness including a larger concentration of people in groups who often experience greater labour market disadvantage, the cost of working and living in London is higher than in any other region in the UK and the likelihood of Londoners experiencing multiple barriers to employment is some 7 percentage points higher than the UK average.⁹

In addition, London also has a polarised skills profile with an increased proportion of Londoners with high skills and a large proportion of the population with low or no qualifications.¹⁰ Qualifications are often a good indicator of labour market success. For instance, only one in ten high skilled Londoners are out of work compared to almost three in five people with no qualifications.¹¹ But qualifications are not the whole story and competency including basic skills has a significant impact.

In London, levels of basic skills are a considerable challenge. In 2003 the then Department for Education and Skills undertook a Skills for Life audit which found that almost one-fifth of Londoners had literacy levels below that expected of an eleven year old, and more worryingly, almost 1 in 2 adults had numeracy levels below this same level.¹² If the same survey data was extrapolated and the same proportional split observed in 2003 was applied to the population in 2009, approximately one million Londoners are lacking basic literacy skills and 2.4 million Londoners lack basic numeracy skills.¹³

London's employers report the highest rate of skills gaps and shortages in the country – this highlights a further mismatch between labour supply and labour demand and has resulted in London compensating for this skills gap by hiring migrant labour from outside of the capital. However, despite the recession, London's employers continue to hire.

⁶ The National Equality Panel (2010), *An Anatomy of Economic Inequality in the UK*

⁷ ONS, Nov, 2011

⁸ Economic Evidence Base, GLA Economics, May 2010

⁹ HM Treasury (2009) *'Opportunity for all: Tackling worklessness in London'*

¹⁰ ONS, January – December 2008

¹¹ London Skills and Employment Board (2010), *'From Recession to Recovery, The Skills and Employment Strategy for London 2009 – 2014'*

¹² DfES (2003), *'Skills for Life Survey'*

¹³ DfES (2003) *'Skills for Life Survey'* and GLA calculations

1.4 The Mayor of London's Economic Development Strategy

The Mayor of London's Economic Development Strategy¹⁴ sets out the Mayor's vision with respect to the London economy, and how it can be realised. The five key aims of the strategy are:

1. To promote London as the world capital of business, the world's top international visitor destination and the world's leading international centre of learning and creativity.
2. To ensure that London has the most competitive business environment in the world.
3. To make London one of the world's leading low carbon capitals by 2025 and a global leader in carbon finance.
4. **To give all Londoners the opportunity to take part in London's economic success, access sustainable employment and progress in their careers.**
5. To attract the investment in infrastructure and regeneration which London needs, to maximise the benefits from this investment and in particular from the opportunity created by the 2012 Olympic and Paralympic Games and their legacy.

To deliver against the Mayor's strategic vision for employment and skills in the capital, the GLA has developed its investment to complement these important strategies and factors in London's employment and skills architecture.

The GLA's direction focuses the Authority's investment:

- where appropriate to the client group or project activity, achieving sustained employment and engagement outcomes (12 months or more) for workless people (including young people), and progression from training to higher education or employment to employment with accredited training for young people;
- on greater sophistication in identifying and targeting those who are not in education, employment or training (NEET) or at risk of becoming NEET in order to reduce duplication and ensure provision reaches the very hardest to help
- on achieving greater efficiency and effectiveness by delivering better value for money and increased performance levels; and
- on working in partnership, to ensure our investment better complements the mainstream investment in London's employment and skills system.

1.5 Young Londoners in context

London has a relatively low level of young people NEET, compared with the national picture. In August 2011 5.2% of London 16-18 year olds were NEET, this equates to 12,596; for England the rate was 7.6%¹⁵. There are huge variations from borough to borough, however, in terms of the percentage of 16-18 year olds that are NEET. For example, in January 2011, Southwark presents the highest rates of NEETs, at 7.6%, while City of London has only 0.2% NEET¹⁶. There are fifteen London boroughs whose NEET levels are higher than the average London rate, which suggests that any GLA-ESF funded activity to re-engage young people NEET in London needs to be geographically targeted towards the areas of greatest need to some extent.

¹⁴ <http://www.london.gov.uk/sites/default/files/Economic-Development-Strategy.pdf>

¹⁵ Figures quoted from London Councils November 2011 paper 'Young People in London: An Evidence Base' available at <http://www.londoncouncils.gov.uk/search.htm?cx=012816060298198299354%3Aulbaum7l6aw&cof=FORID%3A11&ie=UTF-8&q=young+people+in+london> and originally taken from the DfE's National Client Caseload Management Information System (NCCIS) Risk Scan Tables 2011-12.

¹⁶ NEET Data, DfE, NCCIS and Connexions

Despite these relatively low figures, there is still much to be done to support London's young people both those at risk of becoming NEET and those already in the NEET category, in order to help them back into or prevent them from dropping out of education, training or employment. Furthermore, evidence suggests that during a recession, young people tend to be the hardest hit, and thus it is even more important to provide appropriate support to this cohort in order to ensure that young people are not disproportionately affected by the economic downturn.

Youth unemployment has risen both nationally to the highest rate (and level) since records began in 1992. Anyone between the ages of 18 and 24 are commonly considered to be a young person. By this definition (in the quarter to November 2011) youth unemployment in London was at 22% (around 99,000), compared to 20.4% nationally. In the quarter to September 2011, of those unemployed young people in London, 47,000, are classified as being long-term unemployed (ILO definition¹⁷).

1.6 Young People (16-19 NEET)

Although we know that in August 2011 12596 16-18 year old Londoners were NEET, data regarding 19 year olds¹⁸ are not known, and therefore when they are included, although the figure increases, the proportional increase is an estimate at best.

1.7 The case for sustained employment

The rationale for adopting a 12-month measure of sustainability can be broken down into two arguments: a fiscal case for a longer sustainability measure, and the benefits of longer outcomes for individuals. The fiscal merits of a 12-month outcome are clear. Freud argued that the fiscal gain of a year-long move into employment by a claimant on one of the three main benefits is substantial. For instance, an IB claimant sustaining work could generate £5,900 savings on benefit expenditure, with wider exchequer gains of a further £3,000 a year.¹⁹ If you combine Freud's work on the potential savings with the LDA/Inclusion paper on the benchmarks of getting the long-term workless back into sustained work²⁰, the Exchequer would only make savings once an individual sustains employment for almost one year.²¹

Moreover, these findings are in line with the Social Market Foundation's work on welfare reform. In their seminal paper on the next stages of welfare reform²², they argue that welfare to work interventions do not break even unless employment is sustained for 52 weeks or more and any back to work programme that does not measure sustainability for at least 12 months runs the risk of being cost negative to the Exchequer.

¹⁷ ILO definition : those adults unemployed for over 6 months

¹⁸ under ESF, NEETs are defined as 16-19 years old

¹⁹ Freud/DWP (2007) *Reducing Dependency, Increasing Opportunity: Options for the future of welfare to work*.

²⁰ London Development Agency and Inclusion (2008) *Measuring Success* (unpublished)

²¹ Calculations based on GLA internal analysis

²² Social Market Foundation (2009) *Vicious Cycles: the future of welfare reform*

Whilst the fiscal arguments make economic sense they are more compelling when seen from the individual's perspective. Individuals who are able to sustain employment for 12 months and more are more likely to:

- **Earn more.** Almost everyone is better off in work and the probability of being better off after working for a year is greater than after six months.
- **Have greater labour market security.** Individuals with recent work history tend to be more employable (and the longer the employment spell stretches the better) and better able to adapt to changing labour market demand or unforeseen economic shocks.
- **Be healthier.** People that work and sustain work are healthier and less likely to suffer from extended sickness of mental health related illnesses; and
- **Contribute to greater social mobility.** Children of individuals that worked are themselves more likely to work. And working also reduces the risk of children living in poverty and experiencing inter-generational poverty.

1.8 ESF in London

Since 2000, the ESF has been a key part of the EU's Lisbon strategy for growth and jobs. It supports the EU's goal of increasing employment by giving workless and disadvantaged people the training and support they need to enter jobs. By focusing on those most in need of help, it contributes to policies to reduce inequality and build a fairer society. The ESF also equips the workforce with the skills needed by business in a competitive global economy (<http://www.dwp.gov.uk/esf/>).

The ESF was set up to improve employment opportunities in the European Union and so help raise standards of living. It aims to help people fulfil their potential by giving them better skills and better job prospects.

This programme is part of the 2007-2013 London European Social Fund Programme, which since 2007 and following the review of the Greater London Authority (GLA) powers, has been under the strategic direction of the Mayor. It is administered on his behalf by the European Programmes Management Unit (EPMU), which on 1 July 2011 transferred from the London Development Agency (LDA) to the GLA.

The London ESF Regional Framework for 2011-13²³ was developed by EPMU with guidance from the Mayor's Office, and sets the strategic direction for ESF in London. Activities are aligned with national and regional skills and employment priorities including the Mayor of London's Economic Development Strategy²⁴.

The Framework informs the plans of the London Co-financing Organisations (CFOs), who are responsible for match funding and allocating ESF;

- Department for Work and Pensions (DWP)²⁵
- Greater London Authority (GLA)
- London Councils²⁶
- London Development Agency
- National Offender Management Service (NOMS)²⁷; and
- Skills Funding Agency²⁸

²³ <http://www.london.gov.uk/esf/regional-framework>

²⁴ www.london.gov.uk/who-runs-london/mayor/publications/business-and-economy/eds

²⁵ <http://www.dwp.gov.uk/esf/>

²⁶ <http://www.londoncouncils.gov.uk/services/grants/esf/default.htm>

²⁷ <http://www.justice.gov.uk/about/noms/euro-social-fund.htm>

Each CFO has prepared an ESF Co-financing Plan which sets out the activities, outputs and results that contribute to the employment and skills priorities in the Regional ESF Framework.

The Mayor's Office has put greater emphasis on minimising duplication between Co-financers in London to ensure that ESF funding is used in the most effective way and to add value to existing provision. The co-financing organisations, work closely to develop complementary programmes of activity for the region.

1.9 How activity will complement other Co-Financing Organisation (CFO) ESF provision

The GLA has continued the LDA's close working relationship with other London CFOs under the guidance of the European Programmes Management Unit (EPMU) to ensure coherent design of ESF activity in London, which is fully integrated and customer-focused. In particular, all CFOs have actively explored the potential to co-commission ESF activity where it is strategically appropriate and operationally practicable, in line with the direction sought by the former London Skills and Employment Board and expressed in the London ESF Regional Framework. This earlier work has resulted in two approaches to commissioning across the remaining priority areas where more than one CFO is operating in London. Co-commissioning, a methodology whereby CFOs pool their match and ESF funding and procure the provision of ESF-supported projects as one, rather than running separate tendering processes, has been deemed inappropriate under this funding round, particularly as no other CFOs are commissioning projects at this time. Therefore, the GLA has adopted the following approach;

Integrated Commissioning – funding remains with each individual CFO but the benefits of co-commissioning are realised through aligning services and inter-agency working. The following key principles are applied:

- Close joint working: CFOs will operate through a Steering Group to oversee the ongoing development of activity under the priority, review progress, agree priorities and resolve issues.
- Achieving value for money: to prevent any overlap of provision or cross-over in targeting the same participants, CFOs will agree a clear split of responsibility within the priority, including distinct articulation of target audience, activities and project geographical and/or sectoral focus.
- Simplifying the marketplace for providers: CFOs will work together through the development and procurement phases of the relevant priority, aligning timetables and procurement documentation where possible.
- Aligned contract management processes: CFOs work to ensure the management of ESF contracts under the priority is as aligned as possible.

In developing its programme of activity for the remainder of the 2011 – 13 period, the GLA has designed a programme of activity that dovetails with that of the other London CFOs, working closely with them during the design stages of the programme to ensure there is no duplication of investment or provision.

The GLA will deliver activity under Priority 1.2 of the Regional Framework, to deliver employment and skills activities targeted at young people who are NEET or at risk of becoming NEET. The total funding is £10,000,000, co-financed 50% by the GLA and 50% by ESF.

²⁸ <http://skillsfundingagency.bis.gov.uk/providers/programmes/esf/>

Section 2 GLA ESF Funding Opportunities

2.1 Project overview

The GLA have developed a suite of projects that aim to address issues faced by specific sub-groups of the NEET cohort. The projects support the Mayor's Economic Development Strategy, giving Londoners the opportunity to take part in London's economic success, access sustainable employment and progress in their careers. It is intended that the GLA's ESF Programme will run from September 2012 to August 2015. In determining the priorities to take forward, due regard was given to the current rounds of ESF projects in or about to go into delivery.

2.2 ESF Youth Programme – 2011 - 13

Consultations highlighted a need for more targeted interventions to support the more vulnerable or harder to reach cohorts of young people who are not in education, employment or training (NEET) or at risk of becoming NEET.

The three projects that make up the GLA's ESF Youth Programme for 2011-13 are:

The “Young People with Learning Difficulties and/or Disabilities” project

This project will support 16 – 25 year olds with learning difficulties and/or disabilities across the capital into employment for at least 80% of the beneficiaries.

The “Re-settlement of Young Offenders” project,

This project will provide essential enhanced resettlement support to young offenders aged 14 – 17 leaving custody and reentering their communities.

The “Re-engagement for Young People Excluded from School” project

This project will provide holistic support to 14 – 16 year olds who have been excluded from mainstream provision on a fixed term basis.

The budget for the GLA's ESF Youth Programme is £10million, of which, £9.5million will be allocated to fund the delivery of projects. £5million is provided by GLA, matched to £5million provided by ESF and split across the projects.

Funding by Project Theme

Table 1 – Funding by Project Theme

Project Theme	Number of grant offers	Total Budget
Young People with learning Difficulties and/or Disabilities	3	£3,500,000
Re-settlement of Young Offenders	3	£3,500,000
Re-engagement for Young People Excluded from School	2	£2,500,000

2.4 Funding by Statement of Requirement (SoR)

The GLA will issue multiple grants for each project theme. A Statement of Requirement (SoR) for each grant offer details the project requirements, including anticipated outcomes and geographical divisions based on participant residency, which has determined the catchment area for each grant offer. Applicants must ensure that they refer to the correct SoR code in relation to their bid, complete the correct application form, and reference all documentation appropriately.

Table 2 – Funding by SoR

Project theme	SoR Code	Located at	Geographical focus	Budget
Young People with Learning Difficulties and/or Disabilities	GLA/LDD1	Appendix 1	Central and South	£1,160,362
Young People with Learning Difficulties and/or Disabilities	GLA/LDD2	Appendix 1	East and North	£1,151,316
Young People with Learning Difficulties and/or Disabilities	GLA/LDD3	Appendix 1	South West and West	£1,188,322

Re-Settlement of Young Offenders Leaving Custody	GLA/YO1	Appendix 2	Central and South	£1,151,554
Re-Settlement of Young Offenders Leaving Custody	GLA/YO2	Appendix 2	East and North	£1,351,036
Re-Settlement of Young Offenders Leaving Custody	GLA/YO3	Appendix 2	South West and West	£997,409
Re-engagement of Young People Excluded from School	GLA/EFS1	Appendix 3	South, North and East	£1,250,000
Re-engagement of Young People Excluded from School	GLA/EFS2	Appendix 3	West, South West and Central	£1,250,000

Section 3 How to Apply

The GLA invites applications from potential delivery partners in line with the requirements laid out in this Prospectus, and aimed at meeting the objectives and deliver the outcomes as defined in the Statements of Requirements found at Appendices 1 to 3 of this Prospectus.

Applicants must complete a separate application and provide all documentation **for each grant offer they wish to apply for**. Single applications for more than one grant offer will not be considered for support. The number of grants and division of allocated funding is set out in Table 2 and contained in the relevant Statement of Requirements in Appendices 1 to 3.

The application process will consist of two stages:

- **Stage 1** – Pre-selection Stage and
- **Stage 2** – Full Application Stage.

3.1 Application Process – Stage 1 - Pre-Selection Questionnaire (PSQ)

Stage 1 of the application process will be carried out using the CompeteFor procurement management tool. CompeteFor is an online service accessed via www.competefor.com that provides applicants with access to grant specific PSQs.

3.2 Registration on the CompeteFor website

In order to access the Stage 1 (PSQ) process and therefore apply for one or more of the grant offers under this ESF bidding round, applicants must be registered on the CompeteFor system.

To register on the site, go to www.competefor.com and in the left hand column of the home page click on 'Register'. You will be required to provide a business contact and organisational details, and once registered you will be asked to complete a Business Profile to include information regarding your policies, insurance, finance, organisational diversity, and marketing information.

For more information, visit www.competefor.com and click on 'Help' in the left hand column, or contact the CompeteFor Helpdesk on the telephone numbers provided on the website home Page.

In order to address due diligence requirements, potential applicants must complete their CompeteFor registration in line with the organisational structure under which they will require their grant agreement to be issued. The GLA will only enter into a grant under this funding round with two forms of organisation;

- Consortiums; or
- Sole Lead Applicants.

Definitions can be found at 6.3 in this prospectus.

3.3 PSQ Questions

Once potential applicants have successfully registered on CompeteFor, they can then search for the GLA's "Pre-Selection Questionnaire" which relates to the appropriate 'Statement of Requirements', using the SoR Code shown in Table 2 of this Prospectus.

The PSQ will require applicants to select the relevant answers from a series of drop down answers which;

- Confirm processes that they have in place that will allow them to deliver their proposed programme;
- Confirm procedures that they have that determine the way they will deliver their proposed programme;
- Confirm areas such as Financial robustness;
- Confirm prior experience in delivering similar projects to similar client groups;
- Confirm their ability to provide relevant referees;
- Confirm their ability to immediately provide any documentation that the GLA will require to carry out due diligence checks;
- Confirm that they will be able to positively answer questions that may be asked if they are selected to progress to Stage 2.

Questions in the PSQ require either yes/no or multiple-choice answers.

Each question has been allocated a pre-determined range of scores dependant on the answer given, which will be totalled to give an overall score for the initial stage of the PSQ process. Applicants must ensure that they answer the PSQ stage accurately, as an inability to verify PSQ answers in Stage 2 may result in applications receiving low scores, or being rejected at Stage 2.

The PSQ will also require applicants to complete two qualitative questions regarding the stages of the client journey and partnership building. The qualitative questions will be allocated a pre-determined range of scores dependant on the answers given, and will only be applied in the event that the highest scoring applications do not provide a spread of scores sufficient that the GLA can invite their preferred volume of applicants to Stage 2. (See 3.4 below). Applicants will be required to answer qualitative questions with free, rather than from a drop down menu.

If applicants have any questions in relation to the Stage 1 PSQ, they must be submitted to the GLA between 27th February 2012 and 17:00 hours on 14th March 2012 by email to ESFProgramme2011-13@london.gov.uk. Questions via other media are not permitted. Applicants should note that all questions and their answers will be posted on the GLA website in order to inform all applicants. The GLA cannot advise applicants about the answers required to be submitted at the Stage 1 PSQ.

PSQs must be completed on CompeteFor and submitted by 17:00 hours on 21st March 2012. They will be evaluated and shortlisted applicants will be invited to the full bidding stage at Stage 2 of the application process (see 'Scoring PSQ Questions' below for details of the evaluation methodology).

3.4 Scoring PSQ Questions and short listing

Stage 1 applications will be anonymised, and the CompeteFor site will generate initial scores from the drop down answers automatically.

The GLA intend to invite the top ten scoring applicants per available grant offer to submit a Stage 2 application, and in the event that the highest scoring PSQ's are submitted by more than ten potential delivery partners, (for example, without limitation), if the tenth highest score is achieved by more than one applicant), the GLA will review the scores achieved for the two qualitative questions submitted by all tenth place scorers against the GLA's preferred stages of the client journey and

anticipated project partners. The GLA preferred stages and partnerships will be recorded internally as guidance for scorers and will be assessed against specific criteria, but will not be published during the PSQ Stage of the application process.

In the event that the tenth placed applicants scores can not be separated, the GLA reserve the right to invite more than ten applicants to submit a Stage 2 application.

Applicants will be informed of the outcome of their application once the evaluation and short listing has been completed.

3.5 Timetable

Table 3 – Stage 1 Application Timetable and Guidance

Stage	Process	Dates	Guidance
Stage 1	Pre-selection Questionnaire launched on Competefor.com	From 16:00 on 27 th February 2012	Applicants will be required to register with Competefor.com in order to access the pre-selection questionnaire and accompanying documents. See 3.2 above for more information.
	Opportunity to ask questions	27 th February 2012 to 17:00 on 14 th March 2012	If questions are submitted, they must be sent by email (no other medium will be accepted) to: ESFProgramme2011-13@london.gov.uk . Questions submitted by 17:00 hrs on the Wednesday of each week will have responses posted by 17:00 hrs on the following Friday on the GLA CFO ESF pages of the London.gov.uk website. Questions submitted by 17:00 hrs on the Friday of each week will have responses posted by 17:00 hrs on the following Tuesday. The URL for the GLA CFO website is; http://www.london.gov.uk/priorities/young-people/education-training/lda/esf-youth-programme/gla-esf-youth-programme-2011-13 The GLA cannot advise applicants about the answers required to be submitted at the Stage 1 PSQ. All questions submitted and answers provided will be available to be viewed by all applicants.
	Deadline for submission of Stage 1 PSQ Application	17:00 on 21 st March 2012.	Application must be submitted via the CompeteFor website. Applications submitted in any other format will be discounted.

3.6 Outline Application Process – Stage 2 – Full Application

Further details of the stage 2 application process and evaluation criteria will be provided to shortlisted applicants but in outline shortlisted applicants will be required to complete an application form tailored to each grant offer for which they wish to be considered. The application form will be scored against set criteria by a minimum of two scorers. Applications will be evaluated using objective criteria based on the following:

- Understanding of the target group and extent to which proposed delivery meets the needs of the target groups in terms of access and delivery
- Quality and achievability of the provision and outcomes
- Value for money
- Contribution to equal opportunities, sustainable development and health
- Evidence of effective collaborative working and intention to work in partnership
- Proposed Project plan
- Ability to implement, manage, monitor and deliver the project to ESF requirements (including track record and current capacity)
- Clarity of outputs & outcomes from the project

Any questions from stage applicants must be submitted to the GLA between 26th March 2012 and 17:00 on 27th April 2012 (provisional). Questions will have to be submitted via email to ESFProgramme2011-13@london.gov.uk and questions via other media will not be permitted. Applicants should again note that all questions and their answers will be posted on the GLA website in order to inform all applicants. The GLA cannot advise applicants about the answers they intend to submit regarding their specific project proposals in their Stage 2 Full Application.

Table 4 – Stage 2 Application Timetable and Guidance

Stage	Process	Dates	Guidance
Stage 2	Notification of invitation to the Stage 2 Full Application	by 27 th March 2012 (provisional)	Stage 1 applicants who submit a bid with one of the top ten highest scores will be notified of their successful pre-selection questionnaire and requested to submit a full application for the project.
	Stage 2 documentation released on the GLA website	28 th March 2012 (provisional)	The GLA will use the email address confirmed in the Stage 1 PSQ to send Stage 2 documentation to applicants who are invited to progress to Stage 2. A list of documents that will be released for Stage 2 can be found in Appendix 5.
	Opportunity to ask Questions	26 th March 2012 to 27 th April 2012 (provisional)	If questions are submitted, they must be sent by email (no other medium will be accepted) to: ESFProgramme2011-13@london.gov.uk . Questions submitted by 17:00 hrs on the Wednesday of each week will have responses posted by 17:00 hrs on the following Friday on the GLA CFO ESF pages of the London.gov website. Questions submitted by 17:00 hrs on the Friday of each week will have responses posted by 17:00 hrs on the following Tuesday. The URL for the GLA CFO website is; http://www.london.gov.uk/priorities/young-people/education-training/lda/esf-youth-programme/gla-esf-youth-programme-2011-13 The GLA can not advise applicants about the answers they intend to submit regarding their specific project proposals in their Stage 2 Full Application All questions submitted and answers provided will be available to be viewed by all applicants.
	Submission of Full Application	16:00 hrs on 8th May 2012 (provisional)	Documentation required with applicants Full Application is detailed in 3.7 below.

Applicants shall ensure that they are fully familiar with the nature and extent of the obligations to be performed by them if their application is accepted, including all ESF requirements, details of which can be found at <http://www.dwp.gov.uk/esf/resources/guidance/>.

All information supplied by the GLA in connection with stage 1 and 2 invitations shall be treated as confidential and shall not be disclosed to any third party without the prior written consent of the GLA, except where that information needs to be disclosed to obtain advice, sureties, insurance, guarantees and quotations required to prepare and submit your application in which case applicants must obtain corresponding confidentiality undertakings from the parties to whom such information is disclosed for that purpose.

3.7 Preparation of grant applications (for Stage 2 Submissions)

All entries in the application must be type written and must be in the English language.

It is the responsibility of applicants to obtain for themselves, at their own expense, any additional information necessary for the preparation of their application. It is important that you complete all of the forms required in this invitation.

The application submission for EACH grant offer must include the following;

- three fully completed, identical, printed Full Application forms, with one copy as a minimum signed by an authorised signatory (to be released by the GLA at the commencement of Stage 2); and
- three fully completed, identical, printed copies of the Payments Trigger Calculator, with one copy as a minimum signed by an authorised signatory (to be released by the GLA at the commencement of Stage 2); and
- one fully completed electronic copy of the Full Application Form (to be released by the GLA at the commencement of Stage 2), in Microsoft Word (and saved as no later than a 2003 version) on either CD or non-encrypted USB memory stick and identical to the printed copies requested above; and
- one fully completed electronic copy of the Payment Trigger Calculator, in Microsoft Excel (and saved as no later than a 2003 version) on either CD or non-encrypted USB memory stick and identical to the printed copies requested above; and
- one fully completed printed Form of grant application signed by an authorised signatory (to be released by the GLA at the commencement of Stage 2); and
- one fully completed printed Certificate of Bona Fide application signed by an authorised signatory (to be released by the GLA at the commencement of Stage 2); and
- one fully completed printed Partnership Declaration Form for each partner involved in the delivery of the project signed by an authorised signatory (to be released by the GLA at the commencement of Stage 2);
- all mandatory documentation required by GLA in order for due diligence checks to be performed, signed by an authorised signatory as appropriate (see 4.1.2 for a list of requirements); and
- any other documentation specified in the Full Application Form which supports the project Statement of Requirements for which you are applying, (including, for applicants who will deliver training, the latest copies of Ofsted Reports, Common Inspection Frameworks, and evidence of Centre Accreditation), signed by an authorised signatory as appropriate. (For example, letters of support from employers etc.).

Failure to submit any of these documents will mean that your application will fail and will not go forward for scoring.

If applicants submit versions of either the Full Application or the Payment Trigger Calculator that vary from each other, your application will fail and will not be considered further.

3.8 Making multiple Applications

The GLA ESF 2011/2013 programme comprises of 3 project themes, and each project theme comprises a number of grant offers (see Table 1 and 2). Potential delivery partners wishing to submit applications for more than one grant offer are required to submit all of the documentation listed at 3.7 above for each grant offer for which they wish to be considered other than the documentation required by GLA in order for due diligence checks to be performed (see 4.1.2 for a list of requirements) where only one copy is required.

Failure to submit any of these documents with an application for any individual grant offer will mean that your application will fail for the grant offer with incomplete documentation and will not be considered further.

If applicants submit versions of either the Full Application or the Payment Trigger Calculator for an individual grant offer that vary from each other, your application will fail and will not be considered further.

3.9 Period of validity

Grant applications **must** remain open for acceptance for a minimum of 120 days.

3.10 Submission of applications

Applications are to be submitted by post to Drew Gallon, Youth and Volunteering Team, Post Point 19A, 4th Floor, City Hall, Queen's Walk, SE1 2AA, or hand delivered to the collection point in the reception area of City Hall, Queen's Walk, SE1 2AA.

Applications must be marked "**CONFIDENTIAL**" and "**This envelope contains an Application for the GLA ESF Youth Programme for 2011-2013**", but must not indicate the name of the submitting organisation or consortia.

The closing date for submission of applications and accompanying documents (by post or hand delivery) is 16:00hrs on 8th May 2012 (provisional).

Applications sent by post must be sent recorded delivery so that the applicant retains confirmation of the delivery date and time. Applicants' hand delivering applications will be given a receipt confirming the delivery date and time.

Applications received after the deadline will not be considered.

Section 4 How the GLA will score your Stage 2 application

4.1 Due Diligence of Applicant Organisations

4.1.1 Process

Prior to any offer of funding being made by the GLA to an applicant, the GLA, will carry out a number of due diligence checks in order to assure itself that any risk to either the success of the programme and project objectives, or to the funding itself, has been considered and any risk is deemed acceptable. A comparison of the results on a number of tests weighed against the value of the GLAs financial investment and the volume of outputs and outcomes as a proportion of the overall programme targets is taken into consideration in the assessment. If following the due diligence checks the GLA considers that the risk is not acceptable, the application will be rejected.

Due diligence checks will only be carried out on those organisations who progress to the Stage 2 Full Application stage but, at the Stage 1 Pre-Selection Questionnaire stage, organisations will be requested to confirm that they can provide the mandatory items that they must include with their full application if selected. Organisations who cannot confirm that they will be able to provide the mandatory documentation at Stage 2 will not progress beyond Stage 1.

4.1.2 Analysis Undertaken & Documentation Required

Due diligence checks will comprise of tests against the following areas; the value of funding requested as a percentage of turnover, liquidity, profitability, the return on capital employed, gearing, the debtors and creditors cycle, D&B reports check, Charity Commission check, insurance level (including parent guarantee/performance bond checks where appropriate).

To minimise the risk to both the GLA and applicants, the GLA will not provide funding to any one single organisation in any one financial year of more than 30% of the turnover stated in the applicants latest finalised and signed off set of financial statements. If the funding is being sought over several years then the turnover figure in the latest finalised and signed off set of financial statements will be used as the base figure.

Applicants must provide the following mandatory documentation with their Stage 2 Full Application;

- a copy of the most recent audited accounts **or** copy of the most recent accounts signed by an independent and qualified accountant. The accounts must include a full set of notes to the accounts, Directors report, balance sheet, statement of the organisation's turnover, profit & loss/income & expenditure (not abbreviated) and cash flow position for the most recent full year of trading/operations, where this information is not available in audited form (this is also a mandatory item for Parent Companies of applicants and for all partners applying as a Consortium);
- a statement of the organisation's cash flow forecast for the current year (this is also a mandatory item for Parent Companies of applicants);
- the organisation's budget for the current year (this is also a mandatory item for Parent Companies of applicants);
- Financial Regulations (to include procurement rules) (this is also a mandatory item for Parent Companies of applicants);

- budgeted allocation of funding within the project or a budget detailing which activities within the recipient's organisation will be funded. The budget must contain line details of proposed expenditure e.g. staffing costs, stationery and publicity;
- evidence of Public and Employer's Liability Insurance (this is also a mandatory item for Parent Companies of applicants);
- where appropriate, a written Parent Company Guarantee (to be submitted by Parent Companies of applicants only);
- Consolidated Financial Accounts for the consortium (to be submitted by the Lead Partner from Consortiums only).

4.1.3 Other Key Information

Multiple Applications

Potential delivery partners making multiple applications should be aware that due diligence recommendations may limit the amount of funding or volume of grants offered to an individual organisation.

Parent Companies

Parent Companies who support applicants must provide written confirmation of a parent guarantee (in a form substantially similar to the form of guarantee which will be provided with the stage 2 application documentation) and the same financial information as the applicant with the applicant's submission. The information will be assessed in the same manner as that of the applicant to ensure the strength of the parent company and the guarantee it is binding itself to.

Consortium Bids

For applicants applying for funding under this option, the applicant must make it clear if they are applying as a Consortium with a Sole Lead applicant (for which the Sole Lead Applicant signs the contract and the financial and legal liability rests with them) or as a Consortium where all members will be jointly and severally liable and will sign the grant agreement.

For Consortium applications where all members will be jointly and severally liable and will sign the grant agreement, one member must be appointed as Lead Partner for management and correspondence purposes. The consolidated financial summary submitted by the Consortium's Lead Partner will be required to reconcile to the individual members' financial accounts and the GLA will perform an evaluation on each of the organisations financial capacity within the Consortium.

For Consortium applications where all members will be jointly and severally liable and will sign the grant, the results of all financial assessments will be available to all organisations within the Consortium. The GLA will make a decision on the overall financial risk posed by the Consortium and whether to award funding to the Consortium.

If one or more Consortium members do not pass the GLA financial due diligence assessment resulting in a Consortium bid being deemed unsuccessful, there will be no opportunity for the Consortium to change partners as this would pose a significant change to the application and require the application to be re-assessed which would delay the delivery of the programme.

Checks on Charities

For applicants with a charitable status, the applicant's details will be checked against those held on the Charity Commission's website. Checks are undertaken to ensure that the applicant does hold charity status, that all documents requested by the Charity Commission have been submitted on time and that the Charity Commission has not raised any concerns about their status.

Government Support

If an applicant is being subsidised or funded by central government then all details of this must also be submitted with the application.

Local Authorities, Government funded Higher Education Institutes and Further Education Institutes

Local Authorities and Government funded Higher Education Institutes and Further Education Institutes are exempt from Financial Risk Assessments and therefore their status must be clearly highlighted in the application.

Maximum threshold

The maximum amount that the GLA can award to any one applicant is noted and cross referenced to any existing funding that may be in place. This allows the GLA to gauge its level of exposure in relation to any one applicant. If an applicant has an existing funding agreement with the GLA and the value applied for takes them over the 30% threshold (see 4.1.2 of this prospectus), then the application for funding will not be approved.

4.2 Weighting

Each section of bespoke application forms carries a weighted score, which indicates the maximum score that can be given for that section of the application form. A maximum score will only be given if a scorer considers that all elements of a question have been answered satisfactorily and qualitatively.

Therefore, applicants must provide as much information as possible on their proposed project, while ensuring that they make themselves aware of the space restrictions being imposed by the GLA for each answer (see 4.3 for further details).

Applicants must make themselves fully aware of the objectives and intentions of individual Statements of Requirements. Whilst innovative approaches are encouraged, applicants must ensure that they can deliver against all mandatory requirements. Where suggested key stages are not to be included, applicants must give a clear description of their proposed approach, clear explanations as to why their methodology and approach should be considered, and where possible, give evidence that substantiates their argument.

The Full Application Form will ask a series of questions concerning:

4.2.1 Value for money

The GLA will look to award a score for this section of the application based on the volume of both outputs and outcomes achieved for the funding requested, and based on the complexity and perceived cost of the activities offered as part of the clients' journey to achieving a sustained outcome.

4.2.2 Method Statement

The application must describe the range of activities that the project will offer its clients, and must explain how the proposed outputs and outcomes will be achieved. The method statement must highlight how the activities will be undertaken in line with the GLA's aspirations around equality and inclusion (see 6.2 for further details) and must describe your approach to and use of delivery models, and must contain an explanation of why your chosen approach is the most appropriate for this client group.

4.2.3 Project and Resource Plan

The application must describe the applicant organisations structure and management, including key non-delivery departments and decision making forums, as well as the methodologies that you will apply to ensure that the project maximises its delivery in order to achieve your proposed outputs and outcomes.

4.2.4 Project Team and organisation's track record and relevant expertise

The applicant must give details of their delivery team, including sub-contractors, explaining their role(s) and details of relevant experience and/or qualifications, as well as their successes in regard to managing projects that have delivered similar outputs and outcomes. Referees from funding bodies will be required to verify any claimed proportions of agreements delivered, unit rates maintained, or volumes of outcomes achieved. Track record in regard to any projects funded by the LDA and delivering similar output and outcomes, or delivering to similar client groups must be stated.

4.2.5 Health and Safety

Applicants must provide information regarding how they will ensure the health and safety of clients on this project. This must include details of H&S assessments, work-place risk assessments, accident recording and reporting, how H&S will be communicated to all relevant parties, and the names of the key staff responsible.

Further information regarding the information that will be requested and the weighting to be applied to sections can be found in the Full Application Form.

4.3 Scoring of Stage 2 Full Applications and Interviews

Stage 2 will consist of a full application submission and an interview:

Fully compliant applications that are received by the deadline set out in Table 4 of this prospectus will be scored independently by a minimum of two scorers. In order to maintain a consistent approach, the same number of scorers will score all applications submitted for each grant offer. Scores will be assessed against a set of defined values and criteria which will be set out in the bespoke Full Application Form for each available grant offer, and will be recorded and kept on file for audit purposes. An aggregate of all scores will be agreed by all scorers following completion of their independent scoring, which will be converted into a percentage so that all applications submitted arrived at a score representing 80% of the total marks available.

The GLA intends to invite a reduced number of applicants to the interview section of Stage 2, and applicants will be informed of the methodology and evaluation criteria that the GLA will apply when Stage 2 documentation is release.

Applicants will be required to present the project delivery team, confirm the proposal methodology, verify or clarify understanding of the proposed project, and to confirm the delivery partners' capability to deliver the proposed outcomes. Applicants must ensure that key members of their delivery team attend the interview, including consortium partners. A maximum of four people may attend. The GLA will award up to the remaining 20% for the interview section of Stage 2.

4.4 Quality Assurance of Application Scoring

If scores issued by independent scorers differ significantly for the same area of an application, they will come together to discuss and review the reasons for the scores that they have applied, and agree upon the appropriate moderated score for that section.

If an aggregate score cannot be agreed between scorers following their independent review and subsequent discussion regarding aggregation, they will call upon an adjudicator who will review with scorers the reasons for the scores that they have applied, and decide upon the appropriate moderated score for that section.

The adjudicator's decision regarding scores for a section in question will be final.

4.5 Evaluation Panel

Applications for each project Statement of Requirement will go forward to an Evaluation Panel. The panel will consist of GLA staff, and may include external partners as appropriate.

Scores and a synopsis of information received for each application will be presented to the evaluation panel for review and ratification of the grant offers to be recommended.

Summary information application scores from Stage 2 will be provided to demonstrate the overall score which comprises; application score, interview score and due diligence. Due diligence restrictions, may inhibit the GLA from offering a delivery partner more than one funding opportunity, where the combined value of projects would exceed the recommended maximum value to an individual delivery partner.

The GLA reserves the right to re-allocate money across the programme and Statement of Requirements in order to achieve spend and outcome targets.

4.6 Moderation Panel

The Evaluation Panel recommendations will be subject to scrutiny and verification by an External Moderation Panel, which will consist of representatives from London's other Co-Financing Organisations, the London European Programme Management Unit, officers from the GLA and other stakeholders as appropriate. This scrutiny ensures an objective appraisal of the strategic value of the package of projects recommended for approval, in light of grant awards from all CFOs.

4.7 Notification to Applicants

All Stage 2 applicants will be informed in writing of the GLA's decision regarding their application.

4.8 Feedback to Unsuccessful Applicants

Applicants who are unsuccessful at Stage 2 will be given written feedback regarding their application, to include as a minimum;

- the overall score achieved for the application and interview;
- areas where the winning bid scored higher than your application;
- the score achieved by the winning applicant

The feedback will be included in the letter notifying applicants, and will be dispatched no later than one week from the date that the GLA formally approves the grant offer recommendations.

4.9 Stand off period

The GLA will stand off from making formal offers and initiating any pre-grant discussions with successful applicants for a period of two weeks from the date that Notification Letters are sent out to unsuccessful applicants. During this period unsuccessful applicants will be provided with feedback in accordance with 4.8 above.

4.10 Pre-grant Clarification period and workshop

Following any in principle offer of funding by the GLA to an applicant, the GLA will require that applicant or the lead applicant (for grants issued with sub-granting arrangements) or authorised representatives of applicant consortia to attend a pre-grant clarification meeting. This meeting will verify the expectations and requirements of the GLA, confirm that the volumes and unit rates of outputs and outcomes ('Trigger Payments') supplied in the application can not be amended, that the proposed profile of delivery is appropriate, will clarify any matters in order to enable the population of the grant agreement (see 4.11 below) and will give the applicant the opportunity to ask any questions they may have pertaining to the delivery period.

NB: Please note that decisions to grant funding (if any) are subject to a formal decision making process. You must not place any reliance whatsoever on the support of the GLA until formally notified in writing and your authorised signatories have executed and returned a grant agreement with which you will be provided by the GLA should your application prove successful and following any pre-grant clarification meeting.

Accordingly, any expenditure that you incur and/or to which you commit (including that which you have incurred or committed to in relation to the preparation of your application) prior to formal notification and execution and return of the funding agreement is incurred and/or committed entirely at your own risk.

All successful applicants will be required to attend a pre-delivery induction workshop with the GLA.

4.11 The Grant Agreement

Any grant funding awarded will be subject to a standard, non-negotiable grant agreement, a draft copy of which will be provided as part of the stage 2 application invitation documentation and. any applicants to whom an in principle offer is made will be required to sign a copy of the final fully populated grant agreement before the GLA commits to any funding.

4.12 Publication of Successful Applicants

The GLA will publish the details of successful applicants and projects on the GLA website (www.london.gov.uk). This information will include project status, project start and end dates, organisation name, address and postcode, total project cost, total ESF funding awarded, contact name and number, brief project summary, ESF funding measure, participant and output targets, and partner organisations.

Successful applicants will be required to ensure that this information is correct and must follow guidelines on the website to make any updates that are required.

Additionally, details of successful projects will be made available to the London European Programme Management Unit and DWP ESF Division who may also publish relevant information to maximise awareness of the publicity of ESF activity approved as part of the London programme.

4.13 Project period

It is intended that the project will be for a period of up to 36 months from September 2012 to August 2015, Although the GLA are promoting 52 week sustained outcomes, the GLA recognise that, as drop out between 26 and 52 weeks reduces, where there is insufficient time until the end of the project to achieve 52 week sustained outcomes and so as not to disadvantage participants who wish to enrol late in the programme, activities that sustain outcomes for 26 weeks should not be discounted. See Table 6 for final enrolment, EET entry and claim dates

Any delays to the start of the direct delivery period will result in a shortened direct delivery period as the GLA will not be in a position to extend the programme end date.

If delays to the start of the delivery period are considered by the GLA to be likely to have a significant impact on the achievement of proposed outcomes, the GLA reserve the right to reduce or withdraw the offer of funding and reallocate the funding to another successful applicant for any of the projects within the 2011/2013 programme.

4.14 Indicative Full Application timetable

Table 5 – Full Application timetable

Milestone	Date
Invitation to successful applicants for Stage 2 grant application. (The application and supporting documentation will be published on the GLA website: http://www.london.gov.uk/priorities/young-people/education-training/lda/esf-youth-programme/gla-esf-youth-programme-2011-1)	by 27 th March 2012 (provisional)
Deadline for raising questions	17:00hrs 25th April 2012 (provisional)
Deadline for receipt of applications	16:00hrs 8th May 2012 (provisional)
Interviews	11th June 2012 to 6th July 2012 (provisional)
Evaluation Panel	9th July to 13th July 2012 (provisional)
Moderation Panel	w/c 16th July 2012 (provisional)
Notification of successful/unsuccessful applicants	w/c 30 th July 2012 (provisional)
Pre-grant confirmation period	13th August 2012 to 24 th August 2012 (provisional)
Grant agreement issued for signature	From 24 th August 2012 (provisional)
Project set up period	From w/c 24 th August 2012 (provisional)
Grant agreement signed/Delivery can commence from:	From 3 rd September 2012 (provisional)

The above dates are subject to change at the GLA's discretion

4.15 Indicative Project Delivery timescales

Table 6 – Indicative Project Delivery timescales

Milestone	Date
Grant Issued for Signature	13th August 2012 (provisional)
Delivery may start from:	3 rd September 2012 (provisional)
Final date for entry into EET (for 12 months sustained)	31 st August 2014
Final date for recruitment of Starters	31 st January 2015
Final date for entry into EET (for 6 months sustained)	28 th February 2015
Final date to achieve sustained EET outcomes (6 and 12 months)	31 st August 2015
Project completion period – submission of final claim, evidence & monitoring information	1 st September 2015 – 16th October 2015

Section 5 Conditions of Applying

5.1 Conditions of applying

If the GLA considers it necessary to make any additions or deletions to any documents, supplementary clauses or additional information before the deadline for the Stage 2 submission of applications, then these will be issued to applicants via the GLA CFO ESF email ESFProgramme2011-13@london.gov.uk and will be posted on the GLA website and will be deemed to be part of the grant competition documents.

Any form of grant application submitted by an applicant in respect of which the applicant:

- has directly or indirectly canvassed any official of the GLA, or obtained information from any other person who has been contracted to provide services to the GLA, concerning the award of the grant; or who has directly or indirectly obtained or attempted to obtain information from any such member or official concerning any other applicant or form of grant application submitted by any other applicant
- fixes or adjusts any prices in the form of grant application and/or schedules by or in accordance with any agreement or arrangement with any other person
- communicates to any person other than the GLA the amount or approximate amount of the prices shown in the form of grant application and/or schedules, except where such disclosure is made in confidence in order to obtain quotations necessary to prepare the grant application or for the purposes of insurance or financing enters into any agreement with any other person that such other person shall refrain from submitting a grant application or shall limit or restrict the prices to be shown or referred to by another applicant in its form of grant application and/or schedules
- offers or agrees to pay to any person having direct connection with this application; or gives any sum of money, inducement or valuable consideration, directly or indirectly, for doing or having done or causing or having caused to be done in relation to any other grant application or any other person's proposed application
- in connection with the award of the grant agreement commits an offence under the Prevention of Corruption Acts 1889 to 1916 or gives any fee or reward, the receipt of which is an offence under sub-section 2 of Section 117 of the Local Government Act 1972

shall not be considered for acceptance and shall accordingly be rejected by the GLA, provided always that such non-acceptance or rejection shall be without prejudice to any other civil remedies available to the GLA or any criminal liability which such conduct by an applicant may attract.

The GLA may at its discretion refuse to consider any application if:

it is not in accordance with this invitation or is in breach of any condition contained in any other of the application documents

the applicant submitting the application makes, or attempts to make, any variation or alteration of the terms and conditions of the template grant agreement, the form of grant application or other grant application documents, except where a variation or alteration is invited or permitted by the GLA

it contains gaps and omissions

The GLA shall not be bound to accept any application submitted.

The GLA shall not be under any liability in respect of any expenses or losses that may be incurred by the applicant in preparation of its grant application.

No alteration or addition shall be made to the form of grant application or to any of the grant application documents. In addition submissions must not be qualified, but must be submitted strictly in accordance with the application documents and these instructions.

Submissions must not be accompanied by any covering letter or any statements that could be construed as rendering the application equivocal and/or placing it on a different footing from other applications.

If your proposal is successful you will be asked to enter into a written grant agreement incorporating those terms and conditions. The GLA will incorporate all relevant information and requirements of the project into the template agreement and then finalise it for execution by the parties. Applicants should note that the GLA will not enter into negotiations in respect of the grant agreement but that it does reserve the right to make amendments as it deems necessary. If you seek to qualify this requirement in any way, or you supply your own terms and conditions of grant award with your application, your application may be disqualified.

Again:

Decisions to grant funding (if any) are subject to a formal decision making process. You must not place any reliance whatsoever on the support of the GLA until formally notified in writing and your authorised signatories have executed and returned a grant agreement with which you will be provided by the GLA should your application prove successful and following any pre-grant clarification meeting.

Accordingly, any expenditure that you incur and/or to which you commit (including that which you have incurred or committed to in relation to the preparation of your application) prior to formal notification and execution and return of the funding agreement is incurred and/or committed entirely at your own risk.

5.2 Conflicts of Interest

Applicants must consider, based on their knowledge of all the circumstances and reasonable enquiries, whether their application or, if successful, their selection, might give rise to a conflict of interest affecting the GLA or DWP (including the reputation of the GLA or DWP) or performance of the grant. Applicants for all grant awards, where a conflict of interest may exist or arise must inform the GLA, providing details, and submit proposals for avoiding such conflict.

5.3 Freedom of Information

The GLA as a public authority is subject to the Freedom of Information Act 2000 ("the FOIA"). In applying for this (or any) grant award you should be aware that information you provide may be disclosable, either under our Publication Scheme or if a request is made to the GLA.

The FOIA requires the GLA normally to release information requested by any "person" ("person" legally includes companies and other bodies). At the same time the FOIA recognises that a public authority, in order to carry out its functions, may decline certain requests where an appropriate exemption applies. In particular two exemptions under sections 41 and 43 of FOIA, described below, may apply.

5.4 Information provided in confidence

Section 41 provides that information is exempt if it was obtained by GLA from any other person and the disclosure of the information to the public by GLA would constitute a breach of confidence actionable ("actionable" meaning that it could be the subject of a legal claim) by that or any other person. In order for GLA to rely on this exemption the information must be given in confidence, that is, the information must not be in the public domain, must not have been treated as non-confidential in the past, and must have been provided in circumstances importing an obligation of confidence. You should be aware that, firstly, the GLA will not normally agree to treat information as confidential in the absence of specific legal advice that it is proper to do so, and, secondly, that marking a document as "Confidential" will not give it that status. The scope for application of the section 41 exemption in relation to an application for funding is limited.

5.5 Commercially sensitive information

It is more likely that this exemption may apply to a grant application. Section 43 provides that information may be exempt if it constitutes a trade secret or if the disclosure is likely to prejudice the commercial interests of any person (which includes the applicant). Accordingly, for example, genuinely sensitive pricing information may attract this exemption. This exemption is subject to the public interest test - that is, in considering disclosure, the GLA must weigh up the public interest in withholding disclosure with the public interest in disclosing the information in question.

5.6 Requests for special treatment of information

Should you regard particular information as given in confidence, constituting a trade secret, or likely if disclosed to prejudice your commercial interests, please indicate this clearly, with explanation. Note that it will not be sufficient to assert that the whole application is confidential or commercially sensitive. Indicating what information may be confidential or commercially sensitive may assist the GLA in determining whether any exemptions apply. It should be noted that it is the GLA, which will determine whether a disclosure should be made and that this will be determined on a case by case basis by GLA.

5.7 Effect of time

Bidders should be aware that, over time, some information may lose its confidential nature or commercial sensitivity. If you consider this to be the case, please indicate when, in your view, such information may be released. This should be a reasonable time period in relation to the nature of the data.

5.8 Personal data

One other FOIA provision, which may be relevant in certain circumstances, is section 40, which broadly speaking provides an exemption in relation to personal data (as defined in the Data Protection Act). This will not however usually exempt, for example, information provided about individuals involved in the application.

Section 6 Useful information to assist in the completion of your Stage 2 Application and regarding project delivery

As indicated in Section 3 of this prospectus, the GLA intend to invite no more than ten applicants per available grant to submit a Stage 2 application. Therefore the following information is provided for information only, and will only be required by those organisations invited to submit a Stage 2 Full Application form. However, all applicants may wish to review the information so that they are aware of the GLA operational requirements prior to submitting their initial Stage 1 application.

6.1 Tips for completing an application

- Read the application guidance carefully.
- Read the ESF Regional Framework document to ensure your project is in line with the wider policy context²⁹.
- If you have been shortlisted for more than one project, complete a separate application for each project.
- Ensure the application form you are completing is for the project Statement of Requirements for which you have been shortlisted.
- Each project application must only address one Statement of Requirements.
- Carefully consider the objectives and requirements of the relevant project Statement of Requirements (applications will be appraised and scored against this).
- Ensure statements are clear and full.
- Do not assume assessors will be familiar with your organisation.
- Do not exceed the word or space limits as text beyond the word limits will not be scored.
- Do not leave any sections blank.
- Ensure that you provide the information asked for in the correct place in the application form. Any answers relating to a particular question, but spread throughout the application, will be disregarded and will not be scored at the assessment stage.

6.2 Equalities Targets

The GLA's Equalities targets have been agreed with EPMU at a programme level, and for information are as follows;

Table 7 – Programme Level Equalities Targets

Equalities Group	Programme Target (%)
Participants with disabilities or health conditions	37%
Participants from ethnic minorities	56%
Female participants	42%

²⁹ http://www.london.gov.uk/sites/default/files/London_ESF_Regional_Framework_2011-2013_9814_1.pdf

The GLA recognise that the varying client groups and changing geographical focus required for each grant offer will mean that applications may not reflect the programme level targets, and the GLA have therefore decided not to set equalities targets in SoRs, but rather require applicants to propose the most appropriate targets for their project. The applicant must explain the rationale behind the targets that they propose in their application.

6.3 Form of Applicant

Applicants must bid as either a Consortium or a Sole Lead Applicant, and are defined by the manner in which the grant agreement is signed. For the purposes of this funding round;

Consortiums are formed of a Partnership of organisations who come together to deliver a common objective (the project), and are held jointly accountable for the delivery of the project. Consortiums may be;

a legally constituted organisation (in which case all members must participate in the project); or

a partnership which is legally bound by sub-granting or sub-contracting arrangements

The GLA will issue a grant agreement to the Consortium, and all members must sign the agreement;

Sole Lead Applicants may be;

a partnership which is legally bound by sub-granting or sub-contracting arrangements with a Sole Lead Applicant who is solely responsible for the achievement of the project objectives; or

an individual organisation without sub-granting or sub-contracting arrangements

The GLA will issue a grant to the Sole Lead Applicant.

6.4 Partnership building and the 'London Directory of ESF Skills and Employment Services'

In order to identify appropriate partners or to build consortia, applicants may utilise the 'London Directory of ESF Skills and Employment Services' Partnership Portal tool³⁰. The Partnership Portal enables organisations to share their details and search for potential partners in the delivery of skills and employment services.

The 'London Directory of ESF Skills and Employment Services' is an online database that provides a single point of access to information on ESF funded skills and employment services for unemployed and economically inactive individuals across London, and contains the latest available information on ESF provision funded by London's CFOs.

Partnerships may consist of;

- Consortium members, as well as additional paid sub-grantees or sub-contractors and other delivery organisations who will provide elements of the project but who will not receive payment; or
- Lead Delivery Partners and their sub-grantees or sub-contractors and other delivery organisations who will provide elements of the project but who will not receive payment; or
- Individual Delivery Organisation as well as other delivery organisations who will provide elements of the project but who will not receive payment.

³⁰ <http://www.esfdirectory.co.uk/partnership-portal.aspx>

Successful applicants will be required to enter details of their provision into the directory and maintain this information.

6.5 Calculating your Project Cost

Applicants must ensure that they review the eligible and ineligible costs in the “Guidance and Requirements for the ESF 2007-2013 programme in England and Gibraltar” when calculating their project costs and must calculate the expenditure per item for the lifetime of the project in relation to the activities required to deliver the proposed outputs and outcomes.

6.6 List of Eligible ESF Costs

The costs that applicants can include in their application for ESF funding are specified in Manual 1 of the “Guidance and Requirements for the ESF 2007-2013 programme in England and Gibraltar”³¹. Broad headings supplied in the Payment Trigger Calculator are as follows;

Direct Costs

- Staff Costs
- Participant Costs
- Participant Allowances

Other Costs

- Rent and leasing of buildings
- Depreciation of buildings
- Hire and lease of equipment
- Depreciation of equipment
- Non-recoverable VAT
- Consumables
- Small items of equipment

Indirect Costs

- Central/support staff costs and personnel costs
- Equipment
- Premises costs
- Telephone and Postage
- Electricity, gas and water
- Insurance

³¹ <http://www.dwp.gov.uk/docs/manual1-v8.pdf>

6.7 List of Ineligible ESF Costs

The following items of expenditure are ineligible for ESF support and must not be included in your project costings;

- In-kind contributions, which comprise the provision of land, real estate, equipment and unpaid voluntary work;
- Purchase of furniture, vehicles and equipment (other than small items of equipment – see paragraph 1.10.23)
- Purchase of second hand equipment;
- Bank debit charges;
- Legal fees;
- Fines, financial penalties and expenses arising from litigation;
- Purchase of land
- Purchase of real estate (i.e. buildings after construction and the land on which they are built);
- Expenditure relating to venture capital, loan and guarantee funds.

If any ineligible costs are included in a proposed project budget, the GLA reserves the right to remove the cost, reduce the overall project value accordingly, and apply the new project value to the calculation of unit rates determined in the Payment Trigger Calculator. The GLA will inform applicants of any proposed reductions during the Stage 2 scoring process, in order to confirm whether applicants would like their proposed project to continue to be considered, or whether they would like to withdraw their application prior to selection.

6.8 The Payment Trigger Calculator (PTC)

The PTC is an Excel tool that has been developed to assist applicants. Once applicants have calculated the cost of delivering their proposed project, they must record the information as a profile to demonstrate proposed actual expenditure on the front page of the PTC. This will determine the outgoings on the project, and will help you to understand the relationship between expenditure and income once the other areas of the PTC have been completed.

The second page of the PTC allows you to profile the volume of starters, and the outputs and outcomes that you propose to deliver during the lifetime of your project, and to select a proportion of your overall project cost that will be paid against each Payment Trigger (with parameters defined in the bespoke Statement of Requirements).

This will allow the calculation of a unit rate for each type of output payment, and will generate a financial profile for anticipated income which can be compared against the profile of anticipated outgoings to give applicants a view of the cashflow for their proposed project.

Applicants must complete a copy of the PTC for each grant opportunity and submit this with their Stage 2 application form.

6.9 CRB checks

Successful applicants will be required to ensure that CRB checks are undertaken for all persons (including volunteers) (as considered reasonable in line with Governmental guidance³²), engaged in or

³² www.crb.gov.uk

about the funded project including (without limitation) the personnel of sub-contractors and/or sub-grantees, who are required to work with children or vulnerable people as part of their project.

6.10 Securing sensitive data

Successful applicants will, prior to any award of funding be required to demonstrate that they, and their sub-contractors or sub-grantees, have appropriate procedures in place regarding security when collecting, collating and storing sensitive data regarding children and vulnerable people, to include staff awareness of their responsibilities and provision of appropriate firewalls to restrict access to the data.

6.11 Advance Payments

In order to assist with start up costs, the GLA will issue successful applicants with an advance payment of no more than 5% of the project's lifetime budget. Applicants must select the value of the advance that they would like applied to their grant when completing the Payment Trigger Calculator.

6.12 Recovery of Advance Payments

Initial advances will be recovered from successful applicants against the cost of starter payments on enrolment. Therefore, the proportion of grant applied for starter payments must not be less than that applied for the initial advance. If insufficient participants are enrolled to enable recovery of the Advance payment, the GLA will recover the payment in another manner, which may include one or more of; recovery from other output or outcome payments achieved in the delivery of the project, recover by issuing an invoice for the remaining balance, recovery against any other project that the organisation may be delivering on behalf of the GLA.

6.13 Post agreement induction programme

Successful applicants will be required to attend an induction programme prior to the issue of their grant agreement and prior to commencing delivery of their project.

6.14 ESF Publicity requirements

Successful applicants will be required to adhere to the ESF Publicity Guidelines published by the Department for Work and Pensions³³. Generally this entails including the ESF logo and a statement regarding the financial support provided on all programme documentation and external publicity, (including on successful applicants' websites), displaying the ESF plaque at main project locations, including delivery locations, informing participants during induction of the ESF support provided, and publicising project activity and achievements. Further details can be found in the 'Contractual Requirements' section of the 'ESF Publicity Works toolkit'.³⁴

³³ <http://www.dwp.gov.uk/docs/manual2-v9.pdf>

³⁴ <http://www.dwp.gov.uk/esf/resources/publicity/contractual-requirements/>

6.15 GLA Publicity Requirements

Successful applicants will be required to adhere to the GLA ESF Publicity Requirements, which will be made available in the GLA ESF Standard grant agreement. Generally this entails including the Mayor of London logo and a statement regarding the financial support provided on all programme documentation and external publicity, and must ensure that press releases include reference to the Mayor of London's role in ESF in London. All material that is intended to be published must be submitted for approval prior to its release. Further guidance will be made available in the GLA ESF Standard grant agreement.

6.16 Managing Risk (and maintaining delivery)

Applicants will be required to demonstrate that they understand the risks inherent in delivering the project that they propose, and that they are able to consider mitigations in order to reduce the risk and maintain project delivery. A Risks and Issues template is included in the Stage 2 Application Form which will be required to be updated periodically throughout the lifetime of the project, and which the GLA will monitor to determine its effectiveness.

6.17 Cross cutting themes

Within all ESF projects in London there are three cross-cutting themes; gender equality and equal opportunities, sustainable development (which incorporates environmental sustainability), and health; all of which should be promoted throughout the lifetime of the project, and the GLA will review their promotion during monitoring visits to successful applicants.

6.18 Gender Equality and Equal Opportunities

Successful applicants will be required to demonstrate that they and any sub-contractors actively promote equal opportunities and prevent any discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation and that they take account of accessibility for disabled people.

6.19 Sustainable Development

ESF delivery providers are required to have in place, or to commit to have in place within one year of commencing the delivery of their project, a sustainable development policy that includes as a minimum; how the provider complies with relevant environmental legislation (for example, Waste Electrical and Electronic Equipment Regulations), how the provider will reduce waste and energy consumption, how the provider will promote recycling, a commitment to at least explore ways of minimising private transport use and promote public transport usage.

To assist with the development or improvement of Sustainable Development practices, the EPMU has funded a Technical Assistance programme to help successful delivery partners attain the Green Mark Award. More details of the programme, managed by Greater London Enterprise (GLE) can be found at;

<http://www.gle.co.uk/consulting/training-green-mark.php>.

6.20 Health

There is now clear evidence that³⁵ good health should improve an individual's chances of finding and staying in work and of enjoying the consequent financial and social advantages. There is also compelling evidence that work has an inherently beneficial impact on an individual's state of health. Work is known to be 'good for mental health and to aid recovery even for those with the most severe of conditions. Unemployment is known to be bad for mental health and the longer people are out of the workplace the harder they find it to return and the greater the impact on their health and well-being'.³⁶

ESF providers for the GLA's programme will be required to demonstrate how they will promote the health theme through their delivery and will be asked about this during the procurement process. Furthermore, GLA projects will reach participants who face health related barriers to employment, and young people with learning difficulties and disabilities.

Successful applicants will be required to complete the "ESF Health Performance Management Framework" documentation, accessible via the GLA website³⁷, and developed in collaboration with The London Health Commission. This plan and its subsequent activities will be reviewed during formal monitoring visits conducted by GLA Project Managers.

6.21 Reducing grant value based on underperformance (including sub-contractors)

Applicants should be aware that if they are successful with their proposed project and subsequently under perform to a level that the GLA deem is unrecoverable, they will be instructed to cease recruitment until their performance recovers, or may be instructed to cease recruitment completely, and their grant reduced by any value of budget which will not be able to be drawn upon.

6.22 Increasing grant value based on positive performance

Applicants who perform in excess of the profiled delivery in their Payment Trigger Calculator may, at the sole discretion of the GLA, be offered additional funding at the unit rates and conversion rates agreed for their project, dependant on the availability of funds.

6.23 Maximum value of funding beyond the project budget

The Payment Trigger Calculator requires applicants to give a maximum value of funding that they would be prepared to increase their project budget to if additional funding became available. Any additional funding provided (at the sole discretion of the GLA) would be offered at the same unit rates calculated in their original application for each appropriate payment and offers would be conditional on projects maintaining the same target for conversion rates for individuals between enrolment, start of employment, education or training, and sustaining employment, education and training at 26 and 52 weeks.

In any event no offer of additional funding will exceed the maximum value indicated in the Payment Trigger Calculator, and may be further reduced by any maximum value of grant allowed following the initial or further due diligence checks.

³⁵ *Working for a Healthier Tomorrow* (Black, C. et al, 2008).

³⁶ National Mental Health Development Unit (2010) *Employment and mental health*, Briefing two. London: Dept. of Health

³⁷ <http://www.london.gov.uk/esf/cross-cutting-themes/health>

6.24 GLA Project Management, Employability Performance Rating and Quality Assurance

GLA Project Management will take a number of forms, including desk reviews of periodic delivery partner claims submissions, reviews of delivery against profiled outputs and outcomes, and formal monitoring against set criteria which will include a test of evidence held by delivery partners to support claimed outputs or outcomes.

Additionally the GLA will require that all successful applicants participate in the Employability Performance Rating, which intelligently uses management and performance information, supports customer choice and collects evidence of customer satisfaction, provides an evidence based track record of delivery against grant, improves transparency of contract management and provides a framework for lead delivery partners to performance manage subcontractors.

The Performance Rating is an annual employability performance rating that builds on the Skills Funding Agency's Framework for Excellence and DWP's Star Ratings, but has been adapted for use by regional and local authority and charity funded providers of skills and employment services. Successful Lead Providers will be rated by the GLA and will be required to rate all of their subcontractors or delivery partners with an annual grant of more than £50,000. Lead provider and subcontractor / delivery partner ratings will be published.

Table 8 - Employability Performance Rating Key Performance Areas

Key Performance Area (KPA)	Weighting	Indicators (KPI)	Weighting of indicator within KPA
Contract Performance	60%	1. Delivery against grant targets	48%
		2. Delivery against grant diversity targets	12%
Quality	30%	3. Conversion Factor	12%
		4. Self assessment of quality	9%
		5. Client Satisfaction	9%
Contract Compliance	10%	6. Contract compliance and contractor pro-activity in delivery	10%

6.25 Sharing performance across all projects involved in delivering the programme

The GLA will share the performance data of all grants within the GLA ESF Youth Programme with all successful delivery partners involved in the delivery of the programme.

6.26 Recovery of funding following GLA monitoring (including sub-grantees and sub-contractors)

If during or following GLA monitoring sample checks delivery partners are unable to provide the evidence of any payment trigger as defined in the GLA Outputs and Outcomes Handbook, the GLA reserves the right to reduce any subsequent claims by the amount owed, or to invoice the delivery partner for any amount owed. Identification of outputs or outcomes claimed which do not have the appropriate supporting evidence may result in an increase in any sample size chosen by GLA Project Managers during monitoring visits in order to allay concerns the GLA may have regarding additional unsupported claims that may not yet have been reviewed, and may result in recovery of funding by extrapolation at a proportionate level to the sample size and unsupported items observed if the sample size is deemed suitable to the project size, and if the error rate would suggest that claims are being made regularly without appropriate supporting evidence.

6.27 Recovery of funding following European Audit

If monitoring carried out by any organisation other than the GLA results in a reduction in funding from the European Programme Management Unit to the GLA, the GLA will recover an appropriate value from the appropriate grantee, either by reducing any subsequent claims by the amount owed, or invoicing the delivery partner for any amount owed.

6.28 Last date for non-sustained activity and enrolment

Under this round of funding, GLA projects are targeting 52 week sustained outcomes. However, the GLA recognise that, as drop out between 26 and 52 weeks reduces, where there is insufficient time until the end of the project to achieve 52 week sustained outcomes, activities that sustain outcomes for 26 weeks should not be discounted. Therefore, in order to allow for evidence collection and final payments, and to allow sufficient time for participants to remain in sustained engagement for the required period, no non-sustained activity (i.e. delivery to individuals who have not yet progressed into either employment, education or training) should be delivered, and all participants should have progressed into either employment, education or training by no later than 28th February 2015. In order to allow sufficient time to address activities surrounding enrolment and the delivery of any activities that addresses issues or barrier identified as part of any bespoke training plan, no new starters should be enrolled after 31st January 2015.

Value for money forms part of the assessment criteria and the GLA will not therefore accept delivery partners requesting to renegotiate contract values, lifetime outputs or outcomes, or unit costs during pre-grant negotiations.

6.29 Project Evaluation

The GLA will procure theme level evaluations on behalf of successful applicants, and the value of the individual grant offer contribution has been included in the SoR for each grant offer. Successful applicants will be required to participate in procurement through their involvement on the selection panel, participate in development through attendance at Theme Evaluation Steering Groups, and allow access and provide support to the chosen Evaluation Partner in order to allow the successful completion of the Evaluation project. The GLA will own the evaluation report and may at its discretion choose to publish the report.

6.30 Procurement thresholds

GLA procurement thresholds to be applied to purchases made on behalf of successful projects are as follows;

- Up to £5,000 - obtain at least one written quote from a potential supplier who is registered with CompeteFor;
- £5,000 to up to £125,000 - obtain at least three written quotes from potential suppliers using CompeteFor;
- £125,000 and above - obtain at least three competitive tenders from potential suppliers using CompeteFor and follow OJEU processes.

6.31 Audit

The GLA will make payments to successful applicants based on the unit rates determined by their project costing in their Payment Trigger Calculator. An assessment of costs to ensure eligibility, and a test of Value for Money during the bidding process will ensure that the rates paid are deemed appropriate, and delivery will be evidenced by GLA during monitoring to ensure that claims are sample checked to verify that funds drawn down against outputs and outcomes meet the requirements laid out in the GLA Output and Outcome Handbook.

Therefore the GLA will not require an external audit of expenditure, and you should not incorporate this item of expenditure when calculating your project cost.

6.32 Audit Trail

Although the GLA will not require an external audit of expenditure, the GLA retain the right to carry out, or to allow other auditors access to carry out on their behalf or on behalf of the European Commission, a Financial or Outcome audit. Therefore, if requested by the GLA, successful applicants must allow access to bodies who carry out audit functions on projects supported by ESF funding. The list of organisations is not exhaustive, but may include; GLA staff members, representatives of the London European Programmes Managing Unit, European Social Fund Division (the national Managing Authority for ESF), auditors working on behalf of The European Commission.

Key documents must be retained that allow auditors to verify that there is appropriate evidence to support the payment triggers claimed, that evidence of expenditure defrayed in delivering the project is available and is coded separately from other expenditure that the organisation may have incurred, and that applicants have complied with EC regulations, including eligible expenditure requirements, and the requirements of their contract.

Further information on document retention can be obtained from manual 2 of the "Guidance and Requirements for the ESF 2007–2013 Programme in England & Gibraltar".³⁸

³⁸ <http://www.dwp.gov.uk/docs/manual2-v9.pdf>

6.33 Document retention:

All documentation relating to the delivery of ESF programmes must be kept for a period of three years following the closure of the operational programme. In order to allow for any issues that may delay the end of the programme, the GLA will require that all documentation must be retained until 31st December 2025 at the earliest. The rules regarding document retention apply to all organisations involved in delivering and administering the programme, including those who successfully apply to deliver projects.

Further information on document retention can be obtained from manual 2 of the “Guidance and Requirements for the ESF 2007–2013 Programme in England & Gibraltar”.³⁹

6.34 How funding will be paid to successful applicants

Projects will only be funded on an output related basis. Output values will be determined by the completion of the Payments Trigger Calculator.

Projects will be required to verify outputs monthly in order to draw down funding, and must keep sufficient relevant evidence on record, as indicated in the Output Definitions Handbook which will be released at Stage 2, to substantiate the claims they make. It is the Lead Partners’ responsibility to collate all records of evidence, and any evidence found not to be available after payment has been released by the GLA will result in claw back of an appropriate value of funding.

All payments will be made by BACS, and successful applicants will be required to be able to utilise this system in order to be considered for funding.

6.35 State Aid

Successful applicants must ensure that they delivery their project(s) in accordance with all current State Aid regulations. See <http://www.bis.gov.uk/policies/europe/state-aid/state-aid-rules> for further guidance.

6.36 VAT

The GLA cannot recover VAT on services or items delivered on projects. Lead Partners should recover all VAT whenever possible, and only non-recoverable VAT should be included in costings within project applications. Applicants should verify their particular circumstances with their local Customs and Excise Office if they are unsure of their VAT status and the implications on their project activities. The GLA cannot provide advice on the VAT status of individual delivery organisations.

6.37 ESF Guidelines

Guidelines on the current Programme are published at www.esf.gov.uk. It is recommended that applicants check this website for new rules and regulations before submitting an application.

6.38 Delivery of Accredited Training

Applicants who propose to deliver training will be subject to the OFSTED and Common Inspection Frameworks and will be required to provide copies of their most recent inspection reports at the Stage 2 along with evidence of Centre Accreditation. Successful applicants will be required.

³⁹ <http://www.dwp.gov.uk/docs/manual2-v9.pdf>

APPENDICES

Appendix 1 Statement of Requirements for the “Young People with Learning Difficulties and/or Disabilities” project

Note: This Statement of Requirement should be read in conjunction with the GLA ESF Co-Financing Programme 2011-13 Youth Prospectus

1.1 Project Aim

The GLA wishes to fund a pan-London project that will work with organisations that can support young Londoners, aged between 16-25 who are young people with learning difficulties and/or disabilities (LDD⁴⁰) and who are not in education, employment or training (NEET) or who are at risk of becoming NEET. This programme will provide a pathway to employment through practical employment experience, vocational support and job coaching⁴¹ and will allow young people who are learners with learning difficulties or disabilities (LLDD) to remain engaged or re-engage with education, employment or training (EET), as appropriate. The aim of the project is to sustain the engagement for a minimum of 52 weeks with at least 80% into employment.

The employment outcomes of the project will have an emphasis on the job coaching, appropriate support for the young person (e.g. systematic instruction) and support for employers. It will support young people with LDD, irrespective of their level of academic achievement and should not duplicate other provision such as Foundation Learning.

1.2 Project Context

In January 2011 there were nearly 60,000 young people in state secondary or special schools in London with a statement of Special Educational Needs (SEN) or receiving support through School Action Plus. There is some data about the numbers of people with learning difficulties and/or disabilities (LDD) accessing further education or training, but it is not wholly reliable as the data is based on self-declaration. It is therefore difficult to establish a true picture of the numbers and type of provision being accessed by people with LDD aged 16-25.

The number of young people with LDD making the successful transition to (paid) employment is chronically low with only about 10%⁴² of people known to social services in paid employment (although recent data from the Information Centre for Health and Social Care shows this number to be even lower at around 7.5%). In addition to this, many of those included within this 7.5% will be working very few hours per week for minimum wage. It is essential then, that due consideration is given to this group of individuals to assist them in becoming economically active in a meaningful way.

⁴⁰ The definition of a young person with a learning difficulty and/or disability (LDD) is taken from section 13 of the Learning and Skills Act 2000

⁴¹ HM Government (March 2011), *Supported employment and job coaching: best practice guidelines*

⁴² *Emerson & Hatton (2008) People with Learning Disabilities in England* (Centre for Disability Research, Lancaster University -) http://www.lancs.ac.uk/staff/emersone/FASSWeb/Emerson_08_PWLDinEngland.pdf.

The previous government's NEET strategy⁴³ notes that "young people with learning difficulties and disabilities are twice as likely to be NEET as those without". However, there is no specific data collection on the numbers of young people with LDD (as a distinct group) who are NEET.

There are approximately 21,000 young Londoners identified as at risk of becoming NEET. There are also clear indicators that suggest a young person is at risk of disengaging from education, employment or training (EET), and one of those clear indicators is LDD. Within the at risk group of young people "pupils with Special Education Needs (SEN) statements⁴⁴ are around 8 times more likely to be permanently excluded than those pupils with no SEN"⁴⁵

The Valuing People and Getting a Life projects⁴⁶ found that employment has not been seen as a priority for young people with learning disabilities in transition. The young people and families involved with the Getting a Life programme identified the following barriers:

- There are low expectations and aspirations about work throughout the system.
- Discrimination - year 10 work experience or choice at college are not offered routinely.
- There is no agreed approach between agencies about supporting young people to plan and live their lives.
- There is currently no pathway into employment, and no agency has responsibility.
- Supported employment services are not usually available to support young people from work experience into employment, especially from age 14.
- The current system highlights people's difficulties rather than focusing on their interests and capabilities.
- Personalisation, supported employment and transition planning happen in parallel, rather than by working together to make sure that people go into paid employment.

Range of learners with a learning difficulty and/or disability:

There are many types of learning difficulties, ranging from the relatively mild learning difficulty to profound, multiple and complex disabilities. Therefore "pathways" from school onwards for young people with LDD will vary enormously, as will the support needs of these young people.⁴⁷

Local authorities have responsibility for supporting 16-19 year-olds who are not in education employment or training (NEET). This responsibility is extended to some 19-25 year olds with learning difficulties and/or disabilities.

⁴³ Reducing the number of people not in education, employment or training (NEET), DCSF, 2008

⁴⁴ A statement of special educational needs (SEN) sets out a child's needs and the help they should have

⁴⁵ DfE: Permanent and Fixed Period Exclusions from Schools in England 2009/10

⁴⁶ Department of Health (March 2011), *Pathways to getting a life: Transition planning for full lives 2011*

⁴⁷ Mencap, evidence to Children, Schools and Families, Committee – (8th report) Vol II, 24/10/2010

Adding value

The focus of this project is to provide high quality support for young people with LDD by using progression routes through further education and employment, including work-based learning, volunteering or involvement in mainstream activities within the community, which leads to paid employment. In sustaining employment outcomes for this cohort, supported employment and job coaching are considered to be key components.

1.3 Project Objectives

The project aims to;

- Engage with young people LDD aged 16-25 in London who are currently NEET or are at risk of becoming NEET
- Progress young people with LDD who are NEET, or are at risk of becoming NEET, into sustained engagement for 52 weeks with at least 80% into employment.
- Deliver effective and innovative services whilst achieving value for money

1.4 Project Methodology

The GLA will fund the delivery of a series of outputs and outcomes that will assist individuals whilst creating an economic benefit for London, but does not wish to prescribe how projects should be delivered. However, the GLA will score applications favourably where they demonstrate that the applicant intends to use the most appropriate, bespoke mechanism to support each young person. Applicants are therefore encouraged to design their projects in a way that will allow a flexible approach to suit each clients needs.

Co-design:

Applicants should outline the process they undertook in designing the project and should include an outline of involvement that a) young people from the client group had in the development of the proposal and/or the evidence based used to inform the user experience/journey and; b) key strategic partners (e.g. local authorities and employers) had in developing a knowledge and understanding of local services and employment sectors.

Partnership working:

Applicants should provide information of key partnership arrangements that they have developed in order to support the client group, and explain the involvement that each of the partners has in ensuring the project's success. This could include but is not limited to; stakeholders who have an interest in, but are external to the project such as some statutory bodies; progression or referral partners whose activity or provision is complementary to the project or delivery partners.

Project stages:

The GLA consider that in order to successfully deliver the required sustained outcomes this project should incorporate particular components, and applications should set out how they deliver the following aspects;

Stage	Activity
Identify and engage with key Strategic organisations	The project should work with organisations that can provide a series of interventions that will assist the offer that is made to the young person at various stages of their journey. Strategic organisations could be public or private bodies, or those of charitable status.
Identify and recruit participants	The process that will be put in place in order to identify and recruit eligible participants onto the programme.
Person centred transition planning	A person centred transition plan to understand a person's aspirations, skills, needs, abilities, talents, experiences, preferences and informal supports and connections, to ensure a successful engagement and inform matching to appropriate job opportunities.
Design, deliver and record bespoke interventions	The process of identifying and recording the required bespoke activity in line with person centred transition plan to improve existing skills and address the barriers, and the process to record delivery and progress.
Provide wrap around support as needed	The provision of appropriate wrap-around support necessary to address the specific barriers the young person may face to enable them to engage in and sustain paid employment.
Identify an appropriate pathway to achieve paid employment	The approach that will be taken in order to identify, record and secure an appropriate pathway for the participant.
Employer and education/training establishment engagement	The methodologies that will be used to engage with employers and education/training establishments in order to provide a suitable progression opportunity for a young person.
Support participant to sustain EET	The provision of appropriate support to education/training establishments; and to employers to enable them to effectively support young people in the workplace, gain the highest level of productivity from their employee and enable participants to sustain a minimum of 52 weeks in education, employment or training

1.4.1 Project Geography / Area of delivery

The project will be delivered on a pan-London basis, covering the 32 London boroughs and the City of London.

Applicants are encouraged to direct their engagement to an even spread of young people from each of the boroughs on which the delivery focuses for 70% of the young people recruited to their project. The remaining 30% of the client group should be recruited from boroughs with the highest levels of potentially eligible young people, and applicants should explain the reasons behind any particular geographical focus in their application. Appropriate education, employment or training opportunities can be sourced from across any of the 32 London boroughs and the City of London.

The GLA intends to provide funding for three grants to be delivered across the following cluster areas;

- Central and South;
- East and North;
- South West and West

ESF Clusters List

Cluster area -	London Boroughs:
Central and South (12 Boroughs)	Islington, Southwark, Lambeth, Camden, Hammersmith & Fulham, Westminster, Kensington & Chelsea, City of London, Greenwich, Bexley, Bromley, Lewisham
East and North (10 Boroughs)	Barking & Dagenham, Newham, Havering, Redbridge, Enfield, Tower Hamlets, Waltham Forest, Barnet, Hackney, Haringey
South West and West (11 Boroughs)	Hillingdon, Hounslow, Ealing, Brent, Harrow, Croydon, Wandsworth, Sutton, Merton, Kingston, Richmond

Map of the London Boroughs - ESF clusters



1.5 Project Scope

Project Target Group and Eligibility:

The target group for this project is young people who have a statement of special educational needs (SEN) or who have had a statement of SEN. In particular, the project aims to support young people with low incidence needs⁴⁸ who can demonstrate the capacity to enter and sustain employment with appropriate support.

The 'LLDD' project can only support individuals who meet the specific eligibility criteria listed below:

On joining an ESF project participants **must**:

- be aged between 16 and 25
- be NEET or at risk of becoming NEET⁴⁹
- reside in one of London's 32 boroughs or the City of London
- have a statement of SEN; or had a statement of SEN at the point of leaving school; or have an acquired disability with low incidence needs⁵⁰

⁴⁸ Categorised as follows: severe learning difficulties; severe visual and hearing difficulties; severe physical disabilities; severe communication disorders; severe Autistic Spectrum Disorders; serious medical conditions; severe behavioural difficulties; children with complex needs requiring input from a range of professionals

⁴⁹ For definitions of 'NEET' and 'at risk of becoming NEET' please see the GLA Outputs and Outcomes Handbook

⁵⁰ Categorised as follows: severe learning difficulties; severe visual and hearing difficulties; severe physical disabilities; severe communication disorders; severe Autistic Spectrum Disorders; serious medical conditions; severe behavioural difficulties; children with complex needs requiring input from a range of professionals

On joining an ESF project **NEET** participants **must not** be in:

- full-time education either in a school, a FE institution or a HE institution, or
- work-based learning (including apprenticeships, Foundation Learning and NVQ learning), or
- other education or training (including independent colleges or training centres or receiving training, or
- in paid employment (including part-time) on the day they commence an ESF project, which exceeds 8 hours a week⁵¹
- participating in any other provision which will deliver the same 12 month sustained outcome as this project (for both NEET and at risk of being NEET).

Further guidance on evidence requirements for those at risk of NEET will be in the Outputs Handbook issued at Stage 2.

1.6 Project deliverables

The Learners with Learning Difficulties and /or Disabilities project has the following identified parameters:

Project / SoR Code	Cluster	Available Budget	Minimum outcomes at 52 weeks
GLA/LDD1	Central and South (12 Boroughs)	£1,160,362	159
GLA/LDD2	East and North (10 Boroughs)	£1,151,316	158
GLA/LDD3	South West and West (11 Boroughs)	£1,188,322	163
Programme Total		£3,500,000	480

Applicants may wish to apply for one or more of the above contracts. The GLA reserves the right to negotiate individual contract values up or down in order to maximise the values and volumes funded under this project. Applicants will be required to complete a separate CompeteFor questionnaire and, if shortlisted, a separate application for each contract. Please ensure that you complete the right CompeteFor questionnaire/s.

The Payment Model:

The Young People with LDD project is focused on the achievement of outcomes, but will make staged payments to successful applicants for each young person that they enable to progress through a number of key stages. All payments are based on a model which reflects the project stages and applicants will have the opportunity to select the value of their contract that will be paid against each of these areas against the parameters shown below.

⁵¹ This includes employees (people who work for a company and have their National Insurance paid directly from their wages) and Self-employed (people who work for themselves and generally pay their National Insurance themselves).

The GLA recognises that progression into employment for this client group will be significantly more difficult than progression into education and training, therefore will pay a higher value for employment outcomes. The ratio of jobs to education and training will be made available for Stage 2 applicants.

Anticipated Proportions of Funding for Trigger Payment Activities	
Input/Output/Outcome	%
Advance payment (to be recovered against payments made for the number of young people commencing on the project)	A maximum of 5% of the full project cost
Number of young people commencing on the project	A maximum of 20% of the project cost discounting the evaluation payment
Number of young people who are NEET who move into employment, education or training and/or Number of young people who are at risk of becoming NEET who are retained in education or training	A maximum of 30% of the project cost discounting the evaluation payment
Sustained Engagement for Young People for 26 weeks	A minimum of 25% of the project cost discounting the evaluation payment
Sustained Engagement for Young People for 52 weeks	A minimum of 25% of the project cost discounting the evaluation payment
Evaluation payment (to be retained by the GLA to commission a project/theme level evaluation)	£75,000

The 'GLA Payment Trigger Calculator'⁵² can be used to vary the proportional payments in order to compare project income against project cost.

Payment Triggers⁵³:

Each project will be measured and funded on the achievement of a bespoke set of Inputs, Outputs and Outcomes as proposed in the successful bid application. For this project the achievements set out in the above table will be used to measure success, and as payment triggers to the successful applicant.

Anticipated Outcome destinations

It is anticipated that the primary outcome (engagement) destination on the "Young People with Learning Difficulties and/or Disabilities" project will be progression into and sustainment in employment. However, the GLA recognise that the most suitable destination for a proportion of participants may be education/training. The GLA wish to encourage employment with accredited training as a preferred employment route but are aware that this may be a difficult outcome for this client group, and with this in mind applicants are requested to focus their outcome (engagement) destinations in line with the following thresholds;

⁵² The 'GLA Payment Trigger Calculator' will be released for Stage 2 applicants only.

⁵³ The *GLA's Outputs and Outcomes Handbook* – will provide a more comprehensive definition and the associated evidentiary requirements for each output and outcome. This will be released at Stage 2.

Outcome (Engagement Destination)	Threshold for the proportion of participants
Education/Training	No more than 20%
Employment without accredited training	Up to 100%
Employment with accredited training	Up to 100%

Appendix 2 Statement of Requirements for the “Re-settlement for Young Offenders” project

Note: This Statement of Requirement should be read in conjunction with the GLA ESF Co-Financing Programme 2011-13 Youth Prospectus

2.1 Project Aim

The Resettlement Support for Young People project seeks to support young Londoners aged between 14 and 17 years of age who have either been remanded or sentenced in order to allow them to re-engage with education, employment or training (EET) on release. The project will track that engagement until it has been sustained for a minimum of 52 weeks.

The GLA, working closely with the Mayor’s Office for Policing and Crime (MOPC) wish to fund a pan-London project that compliments the Mayor’s commitment to reduce reoffending in London, and builds on the learning of Project Daedalus and previous resettlement projects. The project will work with statutory and third sector agencies in an effort to increase the number of young people who have experienced custody into jobs or training and to re-engage them with education and thus help drive down reoffending.

2.2 Project Context

Too often custody is seen as a revolving door and often for many 14 to 17 year olds their first visit to custody can be the beginning of a life time of incarceration. The Mayor of London, through Project Daedalus, has shown a commitment to put support in place which attempts to stop this cycle of offending.

The GLA now wants to take the learning from project Daedalus⁵⁴ and wider youth justice initiatives (including the Youth Justice Board’s [YJB] Resettlement Consortia) nationally over the last few years to provide even greater opportunities to these young people leaving custody. Key learning included the need for greater partnership working with statutory bodies; better buy-in from the prisons and co-ordinated re-settlement across London.

However, the GLA is aware that the causes of reoffending are complex and recognise that there is no single solution to reducing reoffending. The solution lies in working together across the statutory, third and private sector at national, regional and local level. If this joint working is effective, then the long-term benefits of having fewer repeat, entrenched offenders will reap huge rewards to Londoners as a whole.

⁵⁴ <http://www.london.gov.uk/sites/default/files/Daedalus%20-%20Interim%20Evaluation%20Report.pdf>

Building on those lessons learnt the GLA is delivering this project in partnership with key strategic bodies such as the Youth Justice Board (YJB) and the Mayor's Office for Policing and Crime (MOPC) and is working closely with other strategic partners such as the National Offender Management Service (NOMS). An essential feature will be the provision of seamless support to young people before, during, and after release, with a particular focus on the key transition points.

The aims and objectives of this project are consistent with the primary aim of the YJB Resettlement Programme. The YJB Programme aims to improve the resettlement outcomes of and thus reduce the reoffending of young people leaving custody. The YJB is a key partner providing support and expertise. The project aims to also compliment existing Learning and & Skills provision in offender institutions and prisons.

Greater opportunity for London

The recent thematic report⁵⁵ published by Her Majesty Inspectorate of Prisons into resettlement provision for children and young people stated: "Ensuring that young people have suitable and sustainable accommodation and education, employment and training (EET) on release from custody is a vital first step to reduce reoffending and enable young people to successfully reintegrate into the community. This is no small task...". Their findings show that 84% of young people leaving custody had an accommodation and/or EET need identified, half were under 14 years of age since they had last been at school and 86% had been excluded from education at some point.

The thematic report found that the current provision of resettlement work provided by establishments was disappointing and that both the planning and the follow up of a young person once released from custody was found to be insufficient and unmonitored. It did cite specialist services such as the Heron Unit, driven by the Mayor, and the YJB's Resettlement Consortia as promising initiatives.

However, it is acknowledged that resettlement is complex, and is not down to one agency. Statutory organisations are responsible for delivering resettlement support and there is significant activity in place with many challenging offenders being diverted from further crime and back into more positive activities. The Prison Reform Trust report "Last resort – exploring the reduction in child imprisonment between 2008-2011"⁵⁶ suggests that resettlement support could be a key factor in the recent significant drop in youth custody numbers.

⁵⁵ HM Inspectorate of Prisons (2011) *Resettlement provision for children and young people*, London: HMIP

⁵⁶ The Prison Reform Trust (2011) *Last Resort: Exploring the reduction in child imprisonment 2008-11*, PRT: London

However, with just 36% of people leaving prison going into education, training or employment there is more to be done. With the tough economic times, there are also significant challenges with resources being squeezed more than they ever have been during the last decade. In 2011/12 there were cuts of up to 21% to Youth Offending Team budgets⁵⁷. The current European Social Fund (ESF) funding for resettlement provision in London, delivered by the London Development Agency (LDA) under the last funding round, comes to an end in May 2012. The National Offender Management Service (NOMS) has announced future funding streams for adult offenders leaving prison and historically there has been no equivalent provision for those aged under 18. However, NOMS have recently extended their ESF provision to under 18 year olds and providers will be expected to work closely with NOMS prime contractor to ensure that any duplication is avoided or minimised.

Adding value

The purpose of this project is to enhance provision within London, not to replace it. This needs to be at the heart any development work. An understanding of how value can be added, which in turn will impact on numbers going into EET and thereby reducing reoffending, is vital.

In developing the provision, consideration should be given to how this will fit with the seven pathways of resettlement⁵⁸ (ie, case management; accommodation; EET; health; substance misuse; families; and finance, benefits and debt).

Examples of the types of services that could be offered include –

Resettlement brokers	Intensive tutoring	Cognitive-behavioural therapy or similar
Mentoring	Improving skills	Programmes building confidence, self esteem and motivation
Family support/parental advocacy	Numeracy and literacy support	Emphasis on getting young people into apprenticeships and pre-apprenticeships
Job readiness training		

The GLA and the Mayor's Office for Policing and Crime (MOPC), together with the Youth Justice Board (YJB), wish to drive forward resettlement support in London, both in terms of increasing provision but also importantly in terms of improving structure and making it easier for the range of organisations, required for good resettlement, to work better together.

⁵⁷ <http://www.londoncouncils.gov.uk/news/current/pressdetail.htm?pk=1271>

⁵⁸ www.resettlementuk.com/UserFiles/Files/p_p9Oa4N.pdf

In order to achieve this, the GLA, MOPC and YJB have agreed to work together in partnership to promote resettlement consortia within London. This project is an important step towards this aim.

2.3 Project Objectives

The “Re-settlement support for young offenders” project aims to;

- Enhance existing resettlement provision within London
- Stimulate a more joined up approach to resettlement across London – in regards to both agencies and boroughs
- Contribute to the successful resettlement support of young offenders aged 14-17 in London
- Increase the numbers of young people leaving custody who enter into education, training and employment
- Move young offenders aged 14 - 17 years old into sustained engagement (i.e. in education, employment or training) and track their engagement for at least 52 weeks
- Reduce re-offending rates
- Deliver effective and innovative services whilst achieving value for money..

2.4 Project Methodology

In developing the project the GLA has engaged a strategic partnership who have considered the elements that will be required to deliver the outcomes outlined in the project objectives.

A mandatory element of the project design will be to include a commitment to provide delivery in the appropriate secure establishments, including but not limited to those who have agreed to support this initiative⁵⁹.

While it is appreciated that the project should deliver bespoke services, applications should give examples of the types of services that will be delivered to participants while they are in custody, and give an indication of the time period that they will work with participants prior to their release. It is essential that the project should provide a seamless intervention between custody and re-engagement back into the community. Whilst no specific timeframe will be set for how long the provider will support the young person whilst in custody, the duration should be part of the provider’s intervention rationale for delivery. We recognise that young people on either remand or sentenced might require different approaches.

Applicants will also be required to demonstrate there is the appropriate degree of ‘local provision’ within the bid in order that participants are not required to travel significant distances to access support.

⁵⁹ HM YOI Feltham; HM YOI Cookham Wood; and STC Medway STC; awaiting confirmation for HMYOI Ashfield

The GLA will fund the delivery of a series of outputs and outcomes that will assist individuals whilst creating an economic benefit for London. We will score applications favourably where they demonstrate that the applicant intends to use the most appropriate, bespoke mechanism to support each young person and provides appropriate linkages with additional organisation delivering requirements beyond those identified with statutory services. Applicants are therefore encouraged to design their projects in a way that will allow a flexible approach to suit the needs of this challenging cohort.

Co-design with statutory services:

It is important that the methodology has an excellent understanding of the statutory services which are responsible for providing services for these young people and how the provider proposes to work successfully with these services. This should include clarity on what the provider will do but also what they will not.

Any project design should demonstrate an understanding of, and an explanation of how the project will compliment and enhance, the resettlement provision delivered by Statutory Services.

Additionally, projects will be required to demonstrate the links they have made with key partners such as Local Authorities, Youth Offending Teams, Police, and Probation Services in relation to those in transition (among others).

Co-design with young people:

Applicants should outline what evidence base and/or what direct involvement young people from the client group have had in informing the design of the project,

Partnership working:

Applicants should provide information of key partnership arrangements that they have developed in order to support the client group, and explain the involvement that each of the partners has in ensuring the project's success. This could include but is not limited to; stakeholders who have an interest in, but are external to the project such as some statutory bodies (as well as those mandatory elements built into the design during the GLA's developmental stages); progression or referral partners whose activity or provision is complementary to the project; or delivery partners. There should also be a robust contingency plan in place if one or more partners decide to exit the programme prematurely. We wish to see value for money and therefore will be looking for applications that can focus resources on maximising delivery and ensuring there is sound administrative planning.

Project stages:

The GLA consider that in order to successfully deliver the required sustained outcomes this project should incorporate particular components, and applicants should set out how they will deliver the following aspects;

Stage	Activity
Identify and engage with key Strategic organisations	The project should work with organisations, including Youth Offending Teams, Young Offender Institutions and Secure Training Centres, who can provide a series of interventions that will assist the offer that is made to the young person at various stages of their journey. Where a consortium membership does not cover every aspect of the client journey, engagement with appropriate organisations should be explained. Particular focus should be around how this programme fits in with the seven pathways of resettlement ⁶⁰ .
Identify and recruit participants	The process that will be put in place in order to identify and recruit eligible participants onto the programme.
Person centred transition planning	A person centred transition plan to understand a person's aspirations, skills, needs, abilities, talents, experiences, preferences and informal supports and connections, to ensure a successful engagement and inform matching to appropriate education, training and/or job opportunities.
Design, deliver and record bespoke interventions	The process of identifying and recording the required bespoke activity in line with person centred transition plan to improve existing skills and address the young person's barriers, and the process to record delivery and progress.
Design & deliver intervention	Applicants should propose the set of services that they can offer within the constraints of the programme and illustrate what a client journey may look like in terms of duration and intensity of the intervention. The process that applicants will apply in order to develop a bespoke activity plan to address the young person's barriers sufficiently and/or to improve existing skills could be included.
Provide wrap around support as needed	Applicants should explain how they will provide the wrap-around support necessary to address the specific barriers the young person may face to enable them to engage and sustain an EET opportunity.
Identify an appropriate	Applicants should document the approach that they will take in order to identify and secure an appropriate EET opportunity for the participant. Where partners are potential employers there

⁶⁰ www.resettlementuk.com/UserFiles/Files/p_p9Oa4N.pdf

EET destination	<p>should be a clear understanding of their contribution in terms of providing jobs and helping get young people job ready.</p> <p>There should also be recognition of some the current barriers in getting young people (who have offended) into education in London and how they propose to address those issues.</p>
Support participant to sustain EET	Applicants should explain how they will enable a participant to sustain engagement of education, training or employment at 26 and 52 weeks.

2.5 Project Geography / Area of delivery

The GLA intends to provide funding for three grants to be delivered across the following cluster areas;

- South and Central
- West and South West
- East and North.

It is not a requirement for a service to be provided for each borough but in identifying location, applicants should consider areas of greatest need and throughput.

ESF Clusters List

Cluster area -	London Boroughs:
Central and South (11 Boroughs)	Southwark, Lambeth, Camden, Hammersmith & Fulham, Westminster, Kensington & Chelsea, City of London, Greenwich, Bexley, Bromley, Lewisham
East and North (11 Boroughs)	Barking & Dagenham, Newham, Islington ,Havering, Redbridge Enfield, Tower Hamlets, Waltham Forest, Barnet, Hackney, Haringey
South West and West (11 Boroughs)	Hillingdon, Hounslow, Ealing, Brent, Harrow Croydon, Wandsworth, Sutton, Merton, Kingston, Richmond

Note: To align with current arrangements that key strategic bodies have in place, Islington has been allocated to the East and North Cluster area.

Map of the London Boroughs - ESF clusters



The project will work with young people in custody, (either on remand or sentenced) and therefore a key location of delivery will be the secure estate. With the Mayor and YJB's desire to place more young people closer to home, the London youth secure estate (Cookham Wood YOI, Feltham YOI and Medway STC) will be central to this programme. Agreements are being sought by the GLA partnership to have access and (where possible) a base from which project staff can work within the secure establishments who have agreed to support this initiative.

However, this should not rule out provision from other prisons, so there should be consideration on how this will be delivered, as this could require significant travel from London.

Table 1: Custodial Episodes breakdown by region of origin, custody by region, legal basis, gender and age

Number of Custodial episodes ending by region of origin (London) and gender, 2007/08 to 2010/11					
Region	Gender	2007/08	2008/09	2009/10	2010/11
London	Female	145	176	110	88
	Male	2,091	2,133	1,820	1,870
London Total		2,236	2,309	1,930	1,958
Average duration in custody by region (London) and gender, 2007/08 to 2009/10					
Region	Gender	2007/08	2008/09	2009/10	2010/11
London	Female	79	68	86	74
	Male	76	84	81	79
London Total		76	82	81	78

Number of Custodial episodes ending by region of origin (London) and legal basis, 2007/08 to 2010/11					
Region	Sentenced or Remanded	2007/08	2008/09	2009/10	2010/11
London	Remanded	1,389	1,359	1,233	1,342
	Sentenced	847	950	697	616
London Total		2,236	2,309	1,930	1,958
Number of Custodial episodes ending by age (London) 2007/08 to 2010/11					
Region	Age	2007/08	2008/09	2009/10	2010/11
London	12	2	1	6	10
	13	29	26	17	32
	14	107	137	119	101
	15	303	322	324	268
	16	638	646	476	587
	17	1,157	1,177	988	960
London Total		2,236	2,309	1,930	1,958

Tables 2 and 3 below provide the breakdown of boroughs by the number of sentenced and remand episode of young people leaving custody. Please note this data continually changes.

Table 2: Numbers Leaving Custody by Secure Institution

Accom Type	Accom Name	2007/08	2008/09	2009/10	2010/11
SCH	Atkinson Unit	8	8	0	-
	Aycliffe Young People's Centre	0	1	0	-
	Barton Moss Secure Unit	3	2	0	1
	Clayfields House	3	3	2	7
	East Moor	0	4	1	1
	Gladstone House	1	0	0	-
	Hillside	2	2	0	3
	Leverton Secure Unit	1	3	0	-
	Lincolnshire Secure Unit	3	1	2	2
	Orchard Lodge	30	32	11	-
	Red Bank Community Home	9	1	2	1
	Sutton Place	2	1	0	-
	Swanwick Lodge	10	22	22	22
	Vinney Green	24	13	11	24
SCH Total		96	93	51	61
Secure Training Centre (STC)	Haddockfield STC	1	3	3	-
	Medway	97	117	127	153
	Oakhill STC	54	94	141	129
	Rainsbrook	48	57	27	37
	Rainsbrook - Mother and Baby Unit	1	0	0	-
	REFERRED	2	1	1	1
STC Total		203	272	299	320
Youth Offender Institute (YOI)	Anson Unit (Wetherby)	0	0	0	1
	Ashfield	148	119	82	174
	Brinsford	7	7	3	-
	Carlford Unit (Warren Hill)	4	2	3	2
	Cookham Wood	11	89	149	250
	Downview	29	39	33	24

	Eastwood Park	6	12	9	3
	Feltham	1,084	995	853	791
	Foston Hall	6	3	0	-
	Heron Unit (Feltham)	0	0	27	82
	Hindley	0	4	4	7
	Huntercombe ⁶¹	362	456	265	61
	Keppel Unit (Wetherby)	0	0	1	1
	Lancaster Farms	2	1	0	-
	New Hall	0	0	2	-
	Parc	2	0	0	3
	Police Cell	1	0	0	1
	Stoke Heath	1	5	2	7
	Warren Hill	199	185	142	153
	Werrington	67	20	4	6
	Wetherby	6	7	1	11
	Woodhill	2	0	0	-
YOI TOTAL		1,937	1,944	1,580	1,577
TOTAL		2,236	2,309	1,930	1,958

Table 3: Numbers Leaving Custody by Borough

Financial Year	YOT	LASCH	STC	YOI	Grand Total
2009/10	Barking and Dagenham	0	10	61	71
	Barnet	0	4	25	29
	Bexley	0	5	17	22
	Brent	0	17	69	86
	Bromley	0	8	28	36
	Camden	0	2	26	28
	Croydon	3	18	70	91
	Ealing	2	8	60	70
	Enfield	2	9	58	69
	Greenwich	2	7	44	53
	Hackney	11	7	88	106
	Hammersmith and Fulham	1	8	32	41
	Haringey	1	6	53	60
	Harrow	3	13	15	31
	Havering	1	4	25	30
	Hillingdon	1	12	56	69
	Hounslow	0	3	38	41
	Islington	1	11	59	71
	Kensington and Chelsea	0	4	44	48
	Kingston-Upon-Thames	1	10	19	30
Lambeth	7	17	94	118	
Lewisham	1	10	87	98	
Merton	1	9	18	28	

⁶¹ Huntercombe YOI is now closed

Newham	0	11	101	112
Redbridge	2	7	61	70
Richmond-upon-Thames	0	4	9	13
Southwark	2	27	104	133
Sutton	0	2	7	9
Tower Hamlets and City of London	0	5	52	57
Waltham Forest	4	11	55	70
Wandsworth	2	15	65	82
Westminster	3	15	40	58
2009/10 Total	51	299	1,580	1,930
Grand Total	51	299	1,580	1,930

Note: LASCH – Local Authority Secure Children’s Home; STC – Secure Training Centre; YOI – Young Offenders Institute

2.5 Project Scope

Project Target Group and Eligibility:

The GLA wish applicants to target those individuals who are considered to have the greatest need, and applicants should indicate the sub-groups (ie, by type of offence) they intend to target, and their reasons for selecting these groups.

The Re-settlement Support for young people leaving custody project can only support individuals who meet the specific eligibility criteria listed below:

On joining an ESF project participants **must**:

- be aged between 14 and 17
- be NEET or at risk of becoming NEET⁶²
- reside in one of London’s 32 boroughs or the City of London
- be in custody on either remand or sentence

Additionally, the GLA wishes to target intervention towards clients who will require the highest levels of support, and applicants should outline how they will identify the appropriate clients for this project.

On joining an ESF project **NEET** participants **must not** be in:

- Full-time education either in a school, a FE institution or a HE institution, or
- Work-based learning (including apprenticeships, Entry to Employment and NVQ learning), or
- Other education or training (including independent colleges or training centres or receiving training, (this does not include activities provided by secure establishments to individuals during their period of incarceration), or

⁶² For definitions of ‘NEET’ and ‘at risk of becoming NEET’ please see the GLA Outputs and Outcomes Handbook

- in paid employment (including part-time) on the day they commence an ESF project, which exceeds 8 hours a week⁶³, or
- any participant aged 16 or 17 who is engaged on a NOMS project, or
- participating in any other provision which will deliver the same 12 month sustained outcome as this project

2.6 Project deliverables

This project has the following identified parameters:

Project / SoR Code	Cluster	Available Budget	Minimum outcomes at 52 weeks
GLA/YO1	Central and South (11 Boroughs)	£1,151,554	109
GLA/YO2	East and North (11 Boroughs)	£1,351,036	127
GLA/YO3	South West and West (11 Boroughs)	£997,410	94
Programme Total		£3,500,000	330

Applicants may wish to apply for one or more of the above contracts. Applicants will be required to complete a separate CompeteFor questionnaire and, if shortlisted, a separate application at Stage 2 for each contract. Please ensure that you complete the right CompeteFor questionnaire/s.

The Payment Model:

The Re-settlement support of young offenders project is focused on the achievement of outcomes, but will make staged payments to successful applicants for each young person that they enable to progress through a number of key stages. All payments are based on a model which reflects Start, Engagement, Interim Retention and Final Retention, and applicants will have the opportunity to select the value of their contract that will be paid against each of these areas against the parameters, as shown in the Table 4 below.

The GLA recognises that progression into employment for this client group will be significantly more difficult than progression into education and training, therefore will pay a higher value for employment outcomes. The ratio of jobs to education and training will be made available for Stage 2 applicants.

⁶³ This includes employees (people who work for a company and have their National Insurance paid directly from their wages) and Self-employed (people who work for themselves and generally pay their National Insurance themselves).

Input/Output/Outcome	%
Advance payment (to be recovered against payments made for the number of young people commencing on the project)	A maximum of 5% of the full project cost
Number of young people commencing on the project	A maximum of 20% of the project cost discounting the evaluation payment
Number of young people who move into employment, education or training	A minimum of 30% of the project cost discounting the evaluation payment
Sustained Engagement for Young People for 26 weeks	A minimum of 30% of the project cost discounting the evaluation payment
Sustained Engagement for Young People for 52 weeks	A minimum of 20% of the project cost discounting the evaluation payment
Evaluation payment (to be retained by the GLA to commission at project/theme level)	£75,000

The 'GLA Payment Trigger Calculator'⁶⁴ should be used to vary the proportional payments in order to compare project income against project cost.

Payment Triggers⁶⁵:

Each project will be measured and funded on the achievement of a bespoke set of Inputs, Outputs and Outcomes as detailed in the successful bid application. For this project the payment triggers as set out in Table 4 will be used.

Anticipated Outcome destinations

It is anticipated that the primary focus for an outcome (engagement) destination on the "Resettlement of Young Offenders" project will be progression into and activity in education/training. However, the GLA recognise that the most suitable destination for a proportion of participants may be employment. The GLA wish to encourage employment with accredited training as a preferred employment route, and with this in mind applicants are requested to focus their outcome (engagement) destinations in line with the following thresholds;

Outcome (Engagement Destination)	Threshold for the proportion of participants
Education/Training	Up to 80%
Employment without accredited training	No more than 10%
Employment with accredited training	No more than 10%

⁶⁴ The 'GLA Payment Trigger Calculator' will be released for Stage 2 applicants.

⁶⁵ The *GLA's Outputs and Outcomes Handbook* – will provide a more comprehensive definition and the associated evidentiary requirements for each output and outcome. This will be released at Stage 2.

Additional measures

The project will measure additional achievements throughout its lifetime in line with the stated objectives above. The measure noted below, will form part of the application assessment process, and will be required to be tracked and reported throughout the project lifetime, and assessed during the project evaluation.

Reduction in re-offending - The number of young people who have not been reconvicted within a 12 month period.

Appendix 3 Statement of Requirements for the “Re-engagement for Young People Excluded from School” project

Note: This Statement of Requirements should be read in conjunction with the GLA ESF Co-Financing Programme 2011-13 Youth Prospectus

3.1 Project Aim

The Re-engagement with Young People Excluded from School project seeks to support young Londoners aged between 14 and 16 who are faced with exclusion from mainstream education with a view to placing them on the path to success, working to improve their behaviour or enhance their educational attainment. This project has a specific focus on young people who have been excluded from school and are at risk of falling into the ‘not in education, employment or training’ (NEET), category. It is intended to be a targeted intervention, which should complement the wider ESF provision available in London for young people at risk of being NEET.

The GLA is seeking to fund a project utilising evidence-informed approaches with the aim of either re-engaging young people who are presently temporarily excluded (suspended or fixed term exclusion), or preventing young people who are at risk of permanent exclusion and from falling out of education. The prominent focus of this project is to re-engage young people with education; however the project should ensure that the most appropriate education, employment or training (EET) outcome is achieved for the young person.

3.2 Project Context

Young people are excluded from school for a variety of reasons: physical assault or verbal abuse against a pupil/adult; threatening behaviour against a pupil/adult; bullying; drugs and alcohol; racist abuse; sexual misconduct and theft. Table 1 below provides a summary of recent national statistics⁶⁶:

⁶⁶ Department for Education, School exclusion statistics for 2009/2010 (<http://education.gov.uk/inthenews/inthenews/a00192714/school-exclusion-statistics-for-200910>), showing total number of exclusions by reason for exclusion.

Table 1: Number and Percentage of Exclusions by Reason for Exclusion

Reason for exclusion	Number of fixed period exclusions	Percentage of fixed period exclusions	Number of permanent exclusions	Percentage of all permanent exclusions
Physical assault against a pupil	64,030	19.3	980	17.1
Physical assault against an adult	16,370	4.9	580	10.2
Verbal abuse/ threatening behaviour against a pupil	13,410	4.0	250	4.4
Verbal abuse/ threatening behaviour against an adult	69,190	20.9	630	10.9
Bullying	5,100	1.5	50	0.9
Racist abuse	3,900	1.2	20	0.3
Sexual misconduct	3,350	1.0	100	1.7
Drug and alcohol related	8,770	2.6	370	6.4
Damage	7,630	2.3	80	1.5
Theft	6,460	1.9	140	2.4
Persistent disruptive behaviour	78,760	23.8	1,660	29.0
Total	331,380	100.0	5,740	100.0

Behavioural issues, such as assaulting pupils and school staff, or persistently behaving in a threatening or disruptive manner form the key justification behind why school children are excluded – this is both on a permanent and fixed-term basis.

Permanent exclusion is often the result of a number of preceding fixed-term exclusions. Sometimes, permanent exclusions can be predicted by the number of fixed term exclusions a pupil has gained in a short time, or the severity of the fixed term exclusions. In London, approximately 23,730 young people are excluded⁶⁷ (on average 1.6 times each) on a fixed term basis every year, with a small percentage ending up in a permanent exclusion scenario – often landing in a pupil referral unit (PRU). Most of the permanent exclusions tend to be persistent offenders – fixed term offenders tend to stop at 1-2 exclusions.

Possible throughput⁶⁸

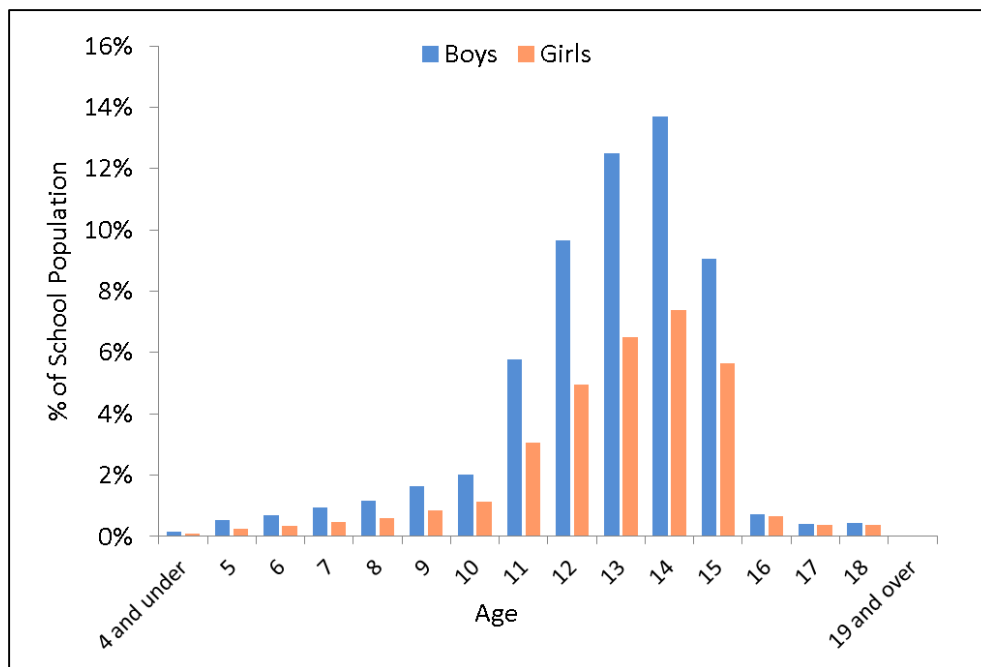
State-Funded Secondary Schools				
	Number of fixed period exclusions	Number of pupils with 1 or more episodes of fixed period exclusion	Average number of exclusions per excluded pupil	Average number of days lost per excluded pupil
London	37,500	23,730	1.58	4.85
Inner London	13,740	8,870	1.55	5.41
Outer London	23,760	14,850	1.60	4.52

⁶⁷ See London in Table 23 here: <http://www.education.gov.uk/rsgateway/DB/SFR/s001016/sfr17-2011lav2.xls>

⁶⁸ See information here: <http://www.education.gov.uk/rsgateway/DB/SFR/s001016/sfr17-2011lav2.xls>

These cohorts tend to exhibit a number of complex needs – some 75% of young people in PRUs have special educational needs (nationally children with SEN statements are eight times more likely to be excluded), with the majority being boys⁶⁹. The fixed period exclusion rate for boys is almost three times higher than that for girls, with peak exclusions happening at the ages 14-15, as shown in Diagram 1, Fixed Term Exclusions by Age and Gender.:

Diagram 1: Fixed Period School Exclusions by Age and Gender, % of School Population, England, 2009/10



In London, young people who are eligible for free school meals are around four times more likely to receive a permanent exclusion, and three times more likely to receive a fixed period exclusion than children who are not eligible for free school meals.

The summer riots in London confirmed a correlation between social disorder and school exclusion. More than a third of young people aged 10 to 17 who were involved in the riots had been excluded from school during 2009/10 (Ministry of Justice). This compared with just 6% of all Year 11 pupils. Two-thirds of young people in the riots also had special educational needs, compared with a fifth of all pupils. Two-fifths were in receipt of free school meals, compared with less than a fifth of secondary school pupils.⁷⁰

⁶⁹ Back on track: A strategy for modernising alternative provision for young people, DfE, 2008 (<http://www.official-documents.gov.uk/document/cm74/7410/7410.pdf>)

⁷⁰ See <http://www.bbc.co.uk/news/uk-15426720>

Only 1% of children in London PRUs get five top GCSEs and behavioral (and therefore crime-related) outcomes for excluded children are significantly worse than peers in mainstream education⁷¹.

Approximately 50% of excluded children become NEET within two years after their exclusion at significant personal cost to themselves and society⁷².

The purpose of this project is to work with excluded⁷³ young people, or those at risk of permanent exclusion, to reduce the further incidence of fixed term exclusions, thus reducing the risk of permanent exclusion happening (where appropriate), as well as creating opportunities for securing future educational success or employment.

Interventions that have been shown to work with this type of cohort are intensive, and include:

- **Interventions focusing on academic skills**

Pupils excluded from schools generally tend to have academic difficulties, are highly disengaged from schools, have a high risk of failing their GCSEs and becoming NEET after the end of compulsory schooling.

Tutoring programmes have been found to be an effective approach to improving academic outcomes⁷⁴, as have after-school programmes⁷⁵.

- **Interventions focusing on behavioural problems**

Most school suspensions relate to physical aggression, bullying, persistent disruptive behaviour, or substance use, truancy and theft. Interventions found to be effective in this area are social skills programmes and cognitive behavioural treatments⁷⁶, and mentoring programmes⁷⁷.

- **Interventions focusing on family functioning problems**

A large proportion of pupils excluded from school experience a dysfunctional and adverse home environment. Parent training programmes have been effective in assisting parents to manage their children's behaviour, to interact more adequately with their children, and to support them in their development⁷⁸, and have also been found to be effective as a strategy to support academic achievement⁷⁹.

- **Multisystemic interventions**

Intervention packages that address risk-factors at different levels (individual, school, family, community) within one comprehensive approach⁸⁰.

Adding value

⁷¹ Back on track: A strategy for modernising alternative provision for young people, DfE, 2008

⁷² Best Behaviour: School Discipline, Intervention and Exclusion, Policy Exchange, 2011

⁷³ Multiple fixed term exclusions – see eligibility in section 3.5

⁷⁴ Cohen, Kulik & Kulik, 1982; Elbaum, Vaughn, Hughes & Watson-Moody, 2000

⁷⁵ Durlak et al. 2010

⁷⁶ (Bennett & Gibbons, 2000; Durlak, Fuhrman & Lampman, 1991; Lipsey, Chapman & Landenberger, 2001; Sukhodolsky, Kassinove & Gorman, 2004

⁷⁷ DuBois, Holloway, Valentine, & Cooper, 2002; Tolan, Henry, Schoeny & Bass, 2008

⁷⁸ Bernazzani & Tremblay, 2006

⁷⁹ Jeynes et al. (2005, 2007)

⁸⁰ Henggeler, Cinningham, Pickrel, Schoenwald & Brondino, 1996; Henggeler, Melton & Smith, 1992; Brown, Henggeler, Schoenwald, Brondino & Pickrel, 1999

The purpose of this project is to enhance provision within London, not to replace it. This needs to be at the heart any development work.

Examples of the types of services that could be offered include:

- Programmes building confidence, self esteem and motivation
- Intensive tutoring
- Cognitive-behavioural therapy or similar
- Improving skills
- Family support/parental advocacy
- Mentoring
- Numeracy and literacy support

Table 2: Breakdown of Exclusions by Borough

2009/10 - State-funded secondary schools, sorted by Column 4								
Borough name	Number of fixed period exclusions	Number of fixed period exclusions expressed as a percentage of the school population	Number of pupils with 1 or more episodes of fixed period exclusion	Number of pupils expressed as a percentage of the school population	Number of sessions of fixed period exclusion	Number of days of fixed period exclusion	Average number of exclusions per excluded pupil	Average number of days lost per excluded pupil
Hackney	1,383	16.17	797	9.32	10,397	5,199	1.74	6.52
Merton	1,307	15.28	755	8.83	6,565	3,283	1.73	4.35
Lambeth	1,328	13.62	847	8.69	9,686	4,843	1.57	5.72
Greenwich	2,209	15.31	1,221	8.46	13,713	6,857	1.81	5.62
Southwark	1,608	12.27	1,056	8.06	12,106	6,053	1.52	5.73
Islington	984	12.44	614	7.76	7,926	3,963	1.60	6.45
Waltham Forest	1,713	11.58	1,069	7.22	8,633	4,317	1.60	4.04
Newham	2,047	11.39	1,254	6.98	12,663	6,332	1.63	5.05
Hillingdon	2,022	10.91	1,157	6.24	9,658	4,829	1.75	4.17
Haringey	1,309	9.91	805	6.10	7,263	3,632	1.63	4.51
Westminster	757	8.45	520	5.80	5,333	2,667	1.46	5.13
Kensington & Chelsea	297	8.26	207	5.76	2,516	1,258	1.43	6.08
Brent	1,485	8.26	984	5.47	11,433	5,717	1.51	5.81
Camden	836	8.45	537	5.43	5,078	2,539	1.56	4.73
Harrow	774	7.77	539	5.41	3,630	1,815	1.44	3.37
Lewisham	1,034	7.35	716	5.09	6,393	3,197	1.44	4.46
Hounslow	1,294	7.81	807	4.87	6,971	3,486	1.60	4.32
Ealing	1,233	6.90	856	4.79	6,611	3,306	1.44	3.86
Barnet	1,635	7.60	1,024	4.76	9,135	4,568	1.60	4.46
Wandsworth	762	6.63	531	4.62	4,815	2,408	1.44	4.53
Hammersmith & Fulham	420	5.96	322	4.57	4,916	2,458	1.30	7.63
Tower Hamlets	971	6.57	667	4.51	6,978	3,489	1.46	5.23
Croydon	1,397	6.64	919	4.37	9,635	4,818	1.52	5.24
Enfield	1,514	6.81	970	4.36	9,417	4,709	1.56	4.85
Redbridge	1,457	6.74	921	4.26	7,026	3,513	1.58	3.81
Havering	1,012	6.08	680	4.08	4,855	2,428	1.49	3.57
Richmond upon Thames	428	6.44	268	4.03	2,038	1,019	1.60	3.80
Bexley	1,291	6.47	780	3.91	6,961	3,481	1.66	4.46
Sutton	939	5.60	617	3.68	5,132	2,566	1.52	4.16
Kingston upon Thames	568	5.70	362	3.63	2,599	1,300	1.57	3.59
Barking and Dagenham	692	5.32	399	3.07	5,841	2,921	1.73	7.32
Bromley	794	3.51	525	2.32	4,320	2,160	1.51	4.11
TOTAL	37,500	8.31	23,726	5.26	230,243	115,122	1.58	4.85

Data tables are available at: <http://www.education.gov.uk/rsgateway/DB/SFR/s001016/index.shtml>

3.3 Project Objectives

The “Re-engagement with Young People Excluded from School” project aims to:

- Support young people aged 14 to 16 who have received multiple fixed term school exclusions and are therefore at risk of becoming NEET;
- Deliver progression for young people aged 14 to 16 who are NEET or at risk of becoming NEET into sustained engagement for 52 weeks;
- Deliver effective and innovative services whilst achieving value for money.

3.4 Project Methodology

The GLA will fund the delivery of a series of outputs and outcomes that will assist individuals whilst creating an economic benefit for London. We will score applications favourably where they demonstrate that the applicant intends to use the most appropriate, bespoke mechanism to support each young person and provides appropriate linkages with additional organisation delivering requirements beyond those identified with statutory services. Applicants are therefore encouraged to design their projects in a way that will allow a flexible approach to suit the needs of this challenging cohort.

Co-design with Young People:

Applicants should outline the process they undertook in designing the project. This should include highlighting any involvement that young people from the client group had in the process and or evidence base used to demonstrate understanding of their needs.

Partnership working:

Applicants should provide information of any key partnership arrangements that they have developed in order to support the client group, and explain the involvement that each of the associated organisations has in the project and the value of the partnership arrangements in ensuring the project’s success. Partnerships should also reference the support of any statutory authorities, if relevant.

Possible component activities:

The GLA consider that in order to successfully deliver the required sustained outcomes this project should incorporate particular components, and applicants should set out how they will deliver the following aspects;

Stage	Activity
Identify and recruit participants	Applicants should explain the methodology that they will put in place in order to identify and recruit eligible participants onto the programme. Eligible participants should be recruited as closely as possible to receiving their fixed-term exclusion.
Diagnostic needs and develop action profile	Applicants should articulate the process that they will apply in order to develop an understanding of the needs and abilities of the client group, with a view to delivering a person-centred action plan to address these needs.
Deliver intervention or service	Applicants should propose the set of services that they can offer within the constraints of the programme and illustrate what a client journey may look like in terms of duration and intensity of the intervention.
Provide wrap around support as needed	Applicants should explain how they will provide the wrap-around support necessary to address the specific needs that cannot be met by the programme in order to sustain the young person on the path to success.
Identify an appropriate outcome	Applicants should document the approach they will take in order to secure appropriate opportunities for the participants, which may include sustaining education, so as to prevent further disengagement.

3.4.1 Project Geography / Area of delivery

The GLA intends to provide funding for two grants to be delivered across the following ESF cluster areas;

- North, East and South
- Central, West and South West.

Cluster area	London Boroughs
North, East and South (15 Boroughs)	Barking & Dagenham, Barnet, Bexley, Bromley, City of London, Enfield, Greenwich, Hackney, Haringey, Havering, Lewisham, Newham, Redbridge, Tower Hamlets, Waltham Forest
Central, West and South West (18 Boroughs)	Brent, Camden, Chelsea, Croydon, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow, Kensington & Islington, Kingston, Lambeth, Merton, Richmond, Southwark, Sutton, Wandsworth, Westminster

Map of the London Boroughs - ESF clusters



For each grant, the project should be delivered to participants from a minimum of four boroughs within the cluster area. Applicants should explain the rationale for the boroughs selected to work with

This project is considered a pilot that could inform future mainstream services. Since part of the justification is the testing of the effectiveness of the intervention, the applicant should consider a mix of boroughs they can provide to (and ideally have a track record of providing to), with consideration for the following factors:

- An overall mix of higher and lower levels of economic deprivation, as not all exclusions are in boroughs of high deprivation
- Mix of high and low ethnic minority concentration, so as to facilitate a better understanding as to why ethnic minorities are disproportionately affected by exclusions
- Mix of high overall exclusion rate vs. low overall exclusion rate, since a number of factors may be contributing to a lower than expected exclusion rate in some boroughs (such as Tower Hamlets).

Please refer to Table 2 which provides a breakdown of exclusions by borough (the table ranks the boroughs in order of which boroughs have the greatest proportion of students on more than one fixed term exclusion).

3.5 Project Scope

Project Target Group and Eligibility:

The 'Re-engagement with Young People Excluded from School' project can only support individuals who meet the specific selection criteria listed below:

On joining this ESF project participants **must**:

- be aged 14-16; and
- have had at least one exclusion within the previous school year; and
- have had at least one other exclusion within the present or previous term; and
- therefore be at risk of becoming NEET; and
- reside in one of London's 32 boroughs or the City of London

3.6 Project deliverables

The project has the following identified parameters:

Project/SoR Code	Cluster	Available Budget	Minimum outcomes at 52 weeks
GLA/EFS1	North, East and South (15 Boroughs)	£1,125,000	312
GLA/EFS2	Central, West and South West) (18 Boroughs)	£1,125,000	312

Applicants will be required to complete a separate CompeteFor questionnaire and, if shortlisted, a separate application for each contract. Please ensure that you complete the right CompeteFor questionnaire/s.

Payment Triggers⁸¹

Each project will be measured and funded on the achievement of a bespoke set of inputs, outputs and outcomes as detailed in the successful bid application. For this project the payment triggers as set out in Table 3 will be used.

⁸¹ The 'GLA Payment Trigger Calculator' will be released for Stage 2 applicants only.

Payment Model

The 'Re-engagement with Young People Excluded from School' project will make staged payments to successful applicants for each young person that they enable to progress through a number of key stages. All payments are based on a process that reflects the project stages and applicants will have the opportunity to select the proportion of their contract that will be paid against each of these areas, using the parameters as set out on Table 3.

Table 3: Anticipated Proportions of Funding for Trigger Payment Activities	
Input/Output/Outcome	%
Advance payment (to be recovered against payments made for the number of young people commencing on the project)	A maximum of 5% of the full project cost
Number of young people commencing on the project	A maximum of 20% of the project cost discounting the evaluation payment
Number of young people who are at risk of becoming NEET who are retained in education or training	A minimum of 30% of the project cost discounting the evaluation payment
Sustained Engagement for Young People for 26 weeks	A minimum of 25% of the project cost discounting the evaluation payment
Sustained Engagement for Young People for 52 weeks	A minimum of 25% of the project cost discounting the evaluation payment
Evaluation payment (to be retained by the GLA to commission a theme level evaluation)	£50,000

The 'GLA Payment Trigger Calculator'⁸² can be used to plan the proportional payments in order to compare project income against project cost.

Anticipated Outcome destinations

It is anticipated that the primary focus for an outcome (engagement) destination on the "Re-engagement with Young People Excluded from School" project will be progression into and sustained activity in education. However, the GLA recognises that, for a small number of the age group, the most suitable destination may be employment. The GLA wishes to encourage employment with accredited training as a preferred employment

⁸² The 'GLA Payment Trigger Calculator' can be found will be issued at Stage 2.

route. With this in mind applicants are requested to focus their outcome (engagement) destinations in line with the following thresholds;

Outcome (Engagement Destination)	Threshold for the proportion of participants
Education/Training	Up to 100%
Employment without accredited training	No more than 10%
Employment with accredited training	No more than 10%

Additional measures

The project anticipates that intervention will realise additional benefits beyond the stated objective, which will be assessed as part of the project evaluation:

- Improvements in behaviour among young people
- Advances in academic attainment, including numeracy and literacy.

Appendix 4 Acronyms

CFO - Co-financing Organisation

EDS - Economic Development Strategy

EPMU - European Programme Management Unit

ESF – European Social Fund

GLA - Greater London Authority

GLE - Greater London Enterprise

JSA - Jobseeker’s Allowance

LDA - London Development Agency

MOPC - Mayor’s Office for Policing and Crime

NEET - Not in Education, Employment or Training

PSQ - Pre-Selection Questionnaire

PTC - Payment Trigger Calculator

PRU – Pupil Referral Unit

SOR - Statement of Requirement

YJB - Youth Justice Board

Appendix 5 Additional documentation that will be released at Stage 2

Following review of Stage 1 submissions, those applicants who are selected to progress to Stage 2 will be informed via the CompeteFor websites automated service. At Stage 2, additional documentation will be released which will enable bidders to complete their Full Application.

Documentation released at Stage 2 will include;

- The GLA ESF Full Application Form
- The GLA Outputs and Outcomes Handbook
- The GLA Trigger Payments Calculator
- The GLA ESF Standard Grant Agreement
- The 'Form of Grant' template
- The 'Certificate of bona fide Application' template
- The 'Form of Parent Company Guarantee' example template

Other formats and languages

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

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Chinese

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Hindi

यदि आप इस दस्तावेज की प्रति अपनी
भाषा में चाहते हैं, तो कृपया निम्नलिखित
नंबर पर फोन करें अथवा नीचे दिये गये
पते पर संपर्क करें

Vietnamese

Nếu bạn muốn có văn bản tài liệu
này bằng ngôn ngữ của mình, hãy
liên hệ theo số điện thoại hoặc địa
chỉ dưới đây.

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি
(কপি) চান, তা হলে नीचेर ফোন নম্বরে
বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος
εγγράφου στη δική σας γλώσσα, παρακαλείστε να
επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυ-
δρομικά στην παρακάτω διεύθυνση.

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں
چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر
پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Turkish

Bu belgenin kendi dilinizde
hazırlanmış bir nüshasını
edinmek için, lütfen aşağıdaki
telefon numarasını arayınız
veya adrese başvurunuz.

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى
الاتصال برقم الهاتف أو مراسلة العنوان
أدناه

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ
ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਹੇਠ
ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં
જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર
ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.