About Leap
Confronting Conflict

2017 was Leap’s 30th anniversary. We were set up in 1987 as a project of the Leaveners, a Quaker community arts organisation. Our first focus was to help young unemployed adults deal with conflict through theatre projects. Over time, the work expanded to include young people aged 11-25. In 1998, we were established as an independent charity.

Since the 1990s, we have worked in a range of settings including schools, prisons and in the community. Our record highlights our dynamism in innovation and in implementing successful approaches to preventing and transforming youth conflict.

Today, we are the UK’s only national organisation specialising in the creative management of youth conflict. Our work stops everyday conflict from spiraling into violent and destructive behaviour by helping young people look at the choices they make, understand the consequences of their actions and change course to become role models and leaders. Too often our society defines young people by the disadvantage they face, or their record highlights our dynamism in innovation and in implementing successful approaches to preventing and transforming youth conflict.

Successes include:

- In 2019, being shortlisted for the ‘Best Use of Impact Reporting’ at the Third Sector Awards
- 2018 Leap’s Progression Routes Officer, Jaden Osei-Bonsu, received the Highly Commended award at the UK Youth Awards 2018
- In 2018, Ahmed Moalim, Leadership and Enterprise Project Worker, was shortlisted for the Howard League ‘Criminal Justice Champion’ Award
- In 2018 we were shortlisted for the ‘Charity of the Year’ at the Third Sector Awards
- In 2017 we won the CYPNow ‘Children & Young People Charity’ Award
- In 2017 Natasha Aldonza, our young trainer, won the ‘Youth Professional of the Year’ Award at the London Youth Awards
- Initiating work with young offenders in Feltham Young Offenders Institute (1994)
- In 2016 we won the ‘Board Diversity and Inclusion Award’ at the Charity Governance Awards, organised by the Clothworker’s Company
- In 2016 we launched two new initiatives: the Peaceful Prisons Project, to pilot and evaluate models for reducing violence in prisons, and Leadership and Enterprise, a programme that works with groups who are at risk of gang involvement or offending
- In 2013/14 a Partnership with Sheffield City Council’s Youth Service’s Ending Gang and Youth Violence Programme was created to provide a city-wide training programme for youth practitioners, criminal justice practitioners and other local agencies to develop and deliver a local weapons and gangs education programme
- Following the national riots in 2011 we brought together 30 youth, statutory, justice and community organisations to identify how to work with young people in their communities to build resilience to the threat of public disorder
- We were a full partner of the Community Initiative to Reduce Violence in Glasgow between 2009 and 2010

Leadership and Enterprise Programme

In 2016, Leap launched its pioneering three-year Leadership and Enterprise programme in the London boroughs of Lambeth and Southwark. The programme supports young people between the ages of 11-25 at risk of group offending and gang involvement. It works with friendship groups to encourage young people to challenge and support each other to make positive choices in conflict situations. We recognise that group membership is a natural part of transition to adulthood and that young people are best placed to influence and lead each other.

Partnerships are central to the project’s success, and strong links have been established with a number of community organisations. Towards the end of each programme, a Facilitator Development Programme is held to train groups of young adults, youth workers and partners in conflict theory, embedding Leap’s approach within the boroughs.

The first three-years of the Leadership & Enterprise programme in Lambeth and Southwark has demonstrated huge successes, both in terms of outcomes for young people and the partnerships developed with local organisations.

Going forward we, want build on this to further embed learning whilst building the capacity and capability for youth work, ensuring sustained support for those young people facing conflict in Lambeth and Southwark. Our plans for years 4-6 are built on conversations and feedback from young people and partner organisations who have shared what they want from the programme.

The next three years of the Leadership and Enterprise Programme is funded by The National Lottery and potentially other funders. The total budget for the programme over the three years is £953,126.

Background of Leadership and Enterprise Cohorts

From our current delivery of Leadership and Enterprise we have a clear understanding of the project beneficiaries:

- Age: Average age is 13.3 years, with the range between 11 and 17 years old.
- EET: 88% of the young people we work with are in mainstream education, 7% are in other education
- Ethnic Origin: 83% are Black or Black British and 17% are of Mixed Heritage
- Learning Support needs: 18% had self-identified learning needs
- Gender: 80% male and 20% female
- Offending history: 30% self-reported involvement in offending and 53% self-reported involvement in violence.

We have taken the decision to focus our efforts only on the futures of those young people who could most benefit from our training; those excluded from school, in the care system, in prisons and youth offender institutions and whose conflict is most likely to draw them along a route of self-directed social exclusion, self-harm, offending and violence.

We expect the profile of the young people we support will remain consistent with this profile over the next three-years of the programme.
Seven Leap graduates form our first Young Ambassadors Panel

This group will support the team in planning monthly Youth Involvement Groups for all graduates across programmes and contribute to Leap’s policy influencing strategy.

Hidden Violence: Women in Prison

First group for 2018 from HMP/YOI Bronzefield completes Understanding Conflict and Conflict Practitioner Training.

Seminal meeting with the Home Secretary

Amber Rudd met young people together with Leap Project Workers and parents to discuss the rise in violent crime across London.

Unlocked Graduates complete training

110 Unlocked Graduates - an award-winning two-year leadership development programme training graduates to become inspirational and supportive leaders within the prison environment - complete Leap’s Confidence in Conflict Management Framework in Ipswich.

Our second organisation-wide Theory of Change published and shared with partners. This will inform the design and ongoing development of programmes and ensure we are collecting the right data.

Building capacity and capability across Southwark and Lambeth.

Our Leadership and Enterprise Team run another successful Facilitator Development Programme, training individuals aged 18-25 over three months in conflict management.

Fear and Fashion

Leap, together with Camden Council launched a five-day Fear and Fashion programme for young people living in the borough to explore issues around youth violence and knife carrying.

Lighting the Fire Awards

200 guests attend Lighting the Fire awards in partnership with Bloomberg and Merian Global Investors. Many congratulations to all the winners.

Prisoner’s Education Trust Presentation

Leap’s presentation at the Prisoner’s Education Trust. In attendance were HMP/YOI Askham Grange, Youth Offending Institutes from across the country, as well as representatives from the Ministry of Justice and Her Majesty’s Prison and Probation Service.
Impact and Innovation

Theory of change

Our 2018 Theory of Change was designed to monitor programme effectiveness, improve programme delivery and identify opportunities to innovate and redesign programmes to enhance the way we support and train young people and adult professionals. Central to programme success last year was how young people, adult professionals, and partner organisations feedback was used to review programme strengths, identify areas of improvement and respond to new and emerging issues that affect young people and the adults that support them.

Brathay Trust Research Hub has worked in partnership with Leap Confronting Conflict since 2016, taking a lead on evaluations of the Leadership and Enterprise, Improving Prospects and Power Up! programmes. We have found a commitment to enhanced evaluation and robust evidence collection in order to understand the needs and assets of Leap participants, the outcomes and benefits of the programmes and what is making (or not making) the difference. Developing and embedding evaluation processes alongside the delivery teams is key, together with a shared understanding of Theory of Change models.

Jenny Lee
Senior Researcher Brathay

What can we say about 2018?

The following short-term results have been collated from across all programmes. They demonstrate that young people and adult professionals become more self-aware and gain a greater understanding of how past experiences shape their behaviour and attitudes to current issues.

<table>
<thead>
<tr>
<th>Participation</th>
<th>Awareness</th>
<th>Contentment</th>
<th>Empathy</th>
</tr>
</thead>
<tbody>
<tr>
<td>felt able to participate in the training (n=1026)</td>
<td>became more self-aware (n=1078)</td>
<td>feel better about themselves (n=185)</td>
<td>were more aware of how behaviour affects other people, understanding others’ perspectives (n=243)</td>
</tr>
<tr>
<td>96%</td>
<td>95%</td>
<td>82%</td>
<td>89%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Responsibility</th>
<th>Communication</th>
<th>Confidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>had increased knowledge of conflict management frameworks (n=860)</td>
<td>took more responsibility for own behaviours (n=61)</td>
<td>applied skills to communicate and manage conflict effectively (n=320)</td>
<td>gained confidence to manage conflict (n=847)</td>
</tr>
<tr>
<td>96%</td>
<td>70%</td>
<td>93%</td>
<td>86%</td>
</tr>
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Programme aims, outputs and outcomes

Over the three years the programme will deliver the following outputs:

Cohort Delivery: we will deliver our training to four cohorts per year, working with young people in friendship groups to deliver 30-hour per cohort of training in a flexible format. Our training supports young people to develop their conflict management skills, to recognise and build on positive relationships, build confidence and self-esteem, as well as to act on their aspirations.

Continued Support for Young People: One of the requests from young people who have graduated from our training, and partner organisations, has been for continued support from Leap, to deliver on this we will:

- Provide follow-up training for all existing and new cohorts, delivering one session per month further embed our conflict management framework and support progressions
- Development of a South London Youth Development Group (YDG) for graduates of the programme. The YDG will bring young people from different cohorts together – with appropriate safeguarding procedures in place – to embed and sustain learning from the training and further self-development and will incorporate an annual residential stay for 15 young people. We estimate around 20 young people will attend each quarterly YDG meeting.

Building Capacity & Capability: there has been considerable interest from local organisations in building their understanding of Leap’s conflict management framework in order to provide sustained support to the young people they work with. Many of the youth workers we work with have not received any formal training and have requested input from Leap to aid engagement and structure to their sessions. Feedback from the Facilitator Development Programme (FDP) has demonstrated the positive impact of this programme, enabling youth workers to have deeper and more sustained engagement with the young people they support, thereby increasing our reach and impact. In response to this need we will:

- Deliver 3 Working With Challenging Behaviour programmes for adult professionals working in the boroughs, for a total of 48 participants.
- Deliver an annual accredited FDP for 12 participants per year. 3 from each course will go on to co-delivery the Leadership & Enterprise training to a cohort with Leap trainers and project workers.

Activities will directly benefit upwards of 280 young people in the boroughs of Lambeth and Southwark promoting personal development, enabling them to articulate their feelings and boost their confidence, self-esteem and resilience. Participants will have increased understanding of conflict and the emotional intelligence around how to empathise, communicate, negotiate and use conflict resolution strategies. Increased participation in their community will break down mistrust, encourage positive views of young people and strengthen community links. Through training of local organisations and young adults involved in youth work we will build on the number of young people who indirectly benefit from the programme by boosting capability and capacity for youth work in both boroughs.

A summary of programme outputs:

- 12 delivery cohorts (4 per year) of 30-hour training with young people
- Follow-up training with previous (Years 1–3) and new cohorts
- A Youth Development Group for 20 young people that meets quarterly, with an annual residential programme for 15 of them
- Three working with Challenging Behaviour with adult professionals with 16 participants per cohort
- Three Facilitator Development Programmes with 12 participants per cohort; of which 3 will go onto co-delivering with Leap trainers

Programme outcomes have been defined as follows:

- Young people have a greater understanding of conflict, knowledge and understanding of conflict management frameworks, and confidence to manage conflict
- Young people feel more confident in themselves are more able to take responsibility for their behaviours
- Young people are more able to maintain and develop positive relationships and networks of support
- Young people are more motivated and more able to work towards their personal goals

Based on years 1 – 3 evaluation these are the outcomes and impact achieved.

Short-term outcomes:

- 81% of young people have reported an increase in their understanding of their emotions, conflict triggers and responses to conflict
- 76% of young people have increased confidence to deal with conflict situations.
- 57% of young people has an increased awareness of how their behaviour affects other people
- 57% feel they have improved leadership skills
- 67% have an increased understanding of what makes a healthy and positive relationship

Longer-term impact:

- 54% of young people who had been involved in offending and anti-social behaviour had decreased their offending
- 71% agree that L&E had helped them to make progress to achieve my goals (6 months after the course).

We will continue to use Leap’s Theory of Change evaluation tool to measure impact, using a framework of outcomes that identifies the changes that participants achieve on personal, interpersonal and societal levels. We will measure progress at key delivery milestones, including immediately following the training course and six-months post training.

Our impact evaluation practice is to follow-up with our participants six-months after they complete the programme. We aim to understand how they have used conflict management tools in their daily lives. This also assesses the extent to which application of their learning has impacted on changes in behaviour, specifically changes in offending, involvement in violence, employment, education, training outcomes and leadership in the community.
The Brief

Leap is seeking to appoint an external evaluator to work alongside the Leadership and Enterprise team to support the systematic and objective assessment of the programme over the three-year period. The evaluation is to inform the development of the programme so that it delivers positive changes for young people and their communities. The evaluation will also provide findings, conclusions and recommendations in order to draw lessons for future programme design and implementation.

Outline of the proposed work

We would like the evaluator to work with the Leadership and Enterprise team from the outset to assist in reviewing the existing Theory of Change and Monitoring and Evaluation framework (both available for review upon request). Following on from this, the evaluator will work with the Data and Impact Manager and the Delivery team to review existing evaluation tools. The role of the external evaluators will be to assist in collating and analysing the data and reporting on progress and learning.

The work is likely to include:

1. Detailed planning stage which may include reviewing and refining the existing Theory of Change for the programme of work.
2. Developing a detailed monitoring and evaluation framework.
3. Support with refining and improving existing evaluation tools.
4. Support with setting up internal processes and systems for inputting and tracking outputs and outcomes.
5. Support and participate in some internal meetings for looking at the improvement and design of the programme.
6. Data analysis, reporting and utilisation of data for learning and sharing with the Leap team and externally.

Deliverables of the work

The key purpose of the evaluation is to assist programme staff in measuring that the programme is achieving its planned outputs and outcomes on time, within budget and in keeping with funder requirements. However, equally essential to the evaluation purpose is to ensure that learning about what works, and why, is captured so that it can be used to inform future programme design. Three evaluation reports are required, two annual reports at the end of each year and a final evaluation report which records the learning and makes clear recommendations for future programmes of this kind.

The audience for the reports will be the programme funders, Leap staff and trustees, the programme advisory panel members and a wide range of external stakeholders with an interest in this.

Leap is building a strong culture of learning and improvement, we ask our evaluators to be flexible and responsive to the data collation and analysis needs to support the organisation’s reflective practice. This means that Leap might require to access raw transcripts and database in reasonable intervals. This can be further agreed with the Leap team prior to devising a more detailed project plan.

Methodology

We are keen to work alongside the evaluators to review existing evaluation method tools that align with the overall outcomes of the programme, as well as Leap’s overall Theory of Change.

At the moment, we place a heavy emphasis on young people self-evaluation tools, this data is also triangulated with data collected from Leap’s delivery team and youth workers from partner organisations. In the upcoming 3 years of work, we are interested in improving and expanding our understanding of impact in the following aspects:

- We are committed to improve our methods in capturing learning, insights, and impact in our work with young people and adult professionals before and after the training intervention.
- With this programme’s emphasis on partnership and community-based work, we are also interested in methodologies that enable us to capture learning and impact from a partner and community lens.
- Part of the programme includes working with adult professionals working with young people, we want to be able to evaluate the impact we have on their practice.
- We want to be able to have an understanding on the indirect impact young people have on their peers and their community as a result of being in the Facilitators Development Programme as well as being in the training generally.

We ask anyone tendering for this work to consider carefully the target audience of this work and how appropriate methodologies can be used. We are looking to be led reviewing and refining our evaluation methodologies.

The evaluators should demonstrate a good understanding of the stakeholder groups for this programme of work, including an understanding of the issues facing the young people being targeted, as well as the challenges and complexities of collecting and analysing data in this context.

Budget

The budget for completing this work is £12,000 per year inclusive of VAT and expenses. A total of £36,000 overall.

Practicalities

The work will be managed by the Data and Impact Manager and the Programme Manager at Leap.

Communications around project management and set up will be shared between the Programme Manager and the Director of Delivery. At the set up phase of the project, other members of the senior management team would also be offered the opportunity to get involved. All other practicalities will be managed by Leap including finding venues, organising dates and inviting participants and engagement of Leap young people and trainers.
How to bid?

The closing date to submit proposals is 12pm on 4 November 2019.

We plan to interview prospective consultants the week commencing 4 November (time and date to be agreed between Leap panel and interviewee(s). Interview panel will be:

- Sam Matthews, Director of Delivery
- Gabin Sinclair-Constance, Leadership and Enterprise Programme Manager
- Ahmed Moallim, Leadership and Enterprise Project Worker

The successful consultant will be notified by mid November. Time-frame for starting the work to be agreed with the successful consultant but must be within one month from being awarded the work unless agreed otherwise with Leap.

To bid for this work please send a proposal (no more than six sides of A4, examples can go in the appendix) by email to Gabin Sinclair-Constance. The proposal should include the following:

- Confirm commitment to the work for the full three years
- Detailing your approach for this work, specifying who would be working with us, together with profiles and CVs (if more than one person) and two examples of carrying out previous work of this kind.
- Outline of the number of days and costs for completing each phase of the work. We recognise that these might need to change as the work progresses.
- Contact details of two referees for whom you have completed a similar piece of work within the past year.

Proposals should be emailed to gabin.sinclair-constance@leapcc.org.uk, Leadership and Enterprise Programme Manager by closing deadline. Interviews will be held at Leap Confronting Conflict, Wells House (Unit 7) 5-7 Wells Terrace, Finsbury Park, London, N4 3JU

If after reading the evaluation brief, you have any specific questions, please call Gabin on 07861 392 126 or 0207 561 3700.
We are a Living Wage employer.

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Registered company number: 3628271

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