Citizenship & Integration Initiative Final Learning Report Summary

October 2019

Sadiq Khan (Mayor of London) and Matthew Ryder QC (Deputy Mayor for Social Integration, Social Mobility and Community Engagement) with civil society secondees.

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About the Citizenship & Integration Initiative

Shared Goals

The Citizenship and Integration Initiative (CII) brings together funding from independent foundations to work closely with the Mayor of London to advance shared goals on social integration:

a. **PARTICIPATION**: Encouraging active citizenship and increasing voter registration

b. **EQUALITIES**: Supporting young Londoners and Europeans to secure their legal rights

c. **RELATIONSHIPS**: Creating a hospitable environment for Londoners

The CII partners believe that the best way to achieve meaningful change towards these goals is for civil society organisations and the public sector to collaborate, drawing on the strengths and resources of all.

The funding

The independent Trusts and Foundations created a pooled fund to raise and distribute £1m during this Mayoral term (2016-2020). These are the Trust for London, Unbound Philanthropy, the Paul Hamlyn Foundation, Pears Foundation and the City Bridge Trust. The fund is independent of the Mayor of London and the Greater London Authority but complements the Mayor's work on social integration with shared goals and objectives.

The GLA and Social Integration

The Mayor of London created a new post, Deputy Mayor for Social Integration, Social Mobility and Community Engagement, in 2016, and invested significant resources into a new Social Integration Team, and published a Strategy for Social Integration, 'All of Us' in 2018.

A Collaborative approach

- The CII model supports secondments from civil society organisations into the GLA's Social Integration team

- To enable the GLA to draw on the expertise and experience of the secondees to develop its strategy and practical work on social integration

- The pooled fund and GLA commit resources to projects that go beyond what one partner would be able to achieve alone.

Our question

At its core, this initiative is about testing a new model of cross-sector partnership working between London's regional government authority, civil society organisations, and independent philanthropic funders. The key question addressed by this report is: **what can be achieved when regional government and civil society is funded to collaborate in this way? And can we achieve more together than we can as individual organisations?**

What has been achieved?

From April 2017, the CII has supported seven secondments into the GLA's Social Integration Team from Just for Kids Law (Let Us Learn, now We Belong), Coram Children's Legal Centre, Migrants Organise, Citizens UK, New Europeans, Hope Not Hate and Project 17. In addition, the CII has supported two projects external to the GLA's activities, the first enabling Volunteer Centres and Centres for Voluntary Service to take part in a pilot project on citizenship ceremonies, and the second to pilot early action legal advice for families with insecure status in primary schools, run by Citizens UK, Coram Children's Legal Centre and Kings College London Widening Participation Department.

As well as contributing to the development of the Mayor's strategy for social integration, the CII secondees and projects have made significant progress towards the shared goals:

AREA OF WORK	ACHIEVEMENTS
Young Londoners with insecure status	Young Londoners Forum established to inform the GLA
	Guidance for young people and professionals published
	Research on public attitudes towards young Londoners with insecure status
	Social media campaign highlighting the issue of insecure status
	Research on numbers of young people with insecure status
	Pilot to test 'early action' legal advice to insecure families in primary schools
	Advice on how capacity could be increased across the legal sector
	Contributions to Mayoral policy responses on migrant issues
EU Londoners	EU Londoners Hub – an online portal in multiple languages to offer information to EU Londoners on applying for settled status
	EU Londoners 'takeover day' -where by EU migrants' groups were invited into City Hall to take part in an information day
	#London is Open Bus - offering outreach advice with pro bono legal advisors
	Microgrants to enable information sessions in communities
	Contributed to Mayoral advocacy success in getting fees for settled status waived
	'We are all Londoners' day at City Hall, with a celebration of European Londoners, free legal advice and the first EU Settlement Ceremony
Voter registration	Research into rates of voter registration to identify communities with lower than average rates
	Political literacy materials for the London Curriculum and resources for teachers
	Building a coalition of influencers and civil society organisations to deliver the first London Voter Registration Week campaign.
Citizenship ceremonies	Pilot project to test effectiveness of interventions in citizenship ceremonies to increase active citizenship
	Research into the effect of attending ceremonies on attitudes to migration
	Guidance on design/content of citizenship ceremonies for local authorities
	Mayoral Citizenship Ceremony - on a larger scale than previous ones
Welcome and hospitable environment	Developing an approach to support London's 'Welcome Groups'
	Research on the impact of the hostile environment on staff and professionals in key service sectors
	Informing other GLA teams' approaches and understanding of hostile environment
	Supporting GLA policy responses to the Home Office

Did the CII achieve more than the sum of its parts?

The CII appointed a Learning Partner, Renaisi, to provide on-going reflection and learning to the partners, and to draw out learning to share with other cities interested in adopting this model. Renaisi's final report (available on our website) identifies that there are many examples of the Initiative achieving more in partnership than would have been possible by the organisations independently. We identified three types of added value that arose from the partner organisations working together:

A. **Improved quality of activities: the GLA could have delivered certain activities alone, but the quality may not have been as high.** For example, the EU Londoners Hub being more appropriate for the communities they are seeking to help, having been shaped and sense-checked by the secondee's networks

B. **Greater exposure and/or prestige of activities: civil society organisations could have delivered certain activities alone, but the reach and influence would not have been as great.** For example, the guidance for young people and professionals as part of the Young Londoner's strand had greater reach and influence than civil society organisations could have achieved alone.

C. **Secondees were able to inform, influence and contribute to wider GLA activities and policymaking, to an extent that would not have been possible outside of secondment model.** For example, secondees contributed to policy responses from within the GLA across different teams relating to the Home Office's Hostile Environment Policy.

What the CII was not able to achieve

The Citizenship and Integration Initiative always faced some limitations to what it could achieve, notably that the GLA has limited powers over citizenship and migration-related issues; despite substantial opportunity to influence public debate and attitudes within London, there are many realities and barriers which it cannot change.

Although the Initiative was relatively large-scale for the social sector, choices still had to be made about what level and scope of work could realistically be delivered. Some ambitions articulated by individual partners in the early stages of the CII have not yet been fully achieved, including establishing a public profile for this work and challenging working culture at the GLA.

Challenges of the model

Strategic Challenges

Governance and relationships: The partnership requires a high level of trust and strong relationships between key partners. An initiative of this nature is unlikely to be successful if those relationships are not in place when governance arrangements are set up.

Conflicts of interest: Secondees experience potential conflicts of interest as their roles at the GLA and in their civil society organisation expose them to information which could be strategically advantageous to the other. This had many benefits, but can also be challenging to manage. Civil society organisations experience potential conflicts of interest in their desire to challenge certain decisions, but also maintain positive relationships with funders.

Influencing within the partnership: There are several layers of sensitivity and potential challenges related to the appropriateness of organisations influencing each other within the partnership. The model involves some level of influence of independent funders on a democratically elected public body. The appropriate level of influence has to be

navigated carefully. Civil society organisations seek to influence GLA policy and the Mayor of London, both through this model and externally to it. There are sensitivities to this, particularly where seconding organisations may disagree with policy decisions relating to their secondees' areas of work.

Practical challenges

Secondment-related: The secondment model presents various challenges. These include: aligning pay structures between civil society organisations and the GLA; recruiting secondees with the right level of experience for the roles (neither too junior nor too senior); designing the roles to make the most of the partnership; secondments requiring substantial management resource. Secondees can find it challenging to balance two roles; they can also experience challenges relating to the difference in culture between the GLA and civil society organisations. Limited capacity in the civil society sector creates a significant challenge to an initiative of this nature, and civil society organisations can find it difficult to 'afford' to second their staff.

Articulating value: It is an ongoing challenge for this model to easily articulate what it is trying to achieve, and how. This is particularly the case because it has relatively broad aims and scope of work, and because it is a complex and evolving model which defies neat classification. The shared objectives are a helpful starting point, but do not capture the full value of secondees' work – particularly when value is often created outside the 'official' scope of their roles. Without clear-cut and measurable outcomes, it is difficult to 'objectively' evaluate areas of work which have an inherently subjective element.

What have we learned?

Renaisi's report identifies the following learning points:

- By being embedded in the Social Integration team, secondees were able to engage in both delivery and policy work within the GLA. Secondments added most value where the type of role, the secondee's skills and experience, and the priorities and expertise of the seconding organisation were well aligned .

- Secondees were able to contribute to the Mayor's *Strategy for Social Integration* in the first year of the Initiative, however they generally felt that they had more impact in later years when they were able to be more focused on delivery.

- The secondment model helped to improve the quality of the GLA's activities and outputs; increased the exposure and prestige of work compared to what civil society organisations could have achieved alone; and enabled secondees to inform policymaking within the GLA.

- The CII has helped to push citizenship and integration-related issues higher on the political agenda at the GLA

- Both seconding organisations and the GLA experienced benefits from the partnership, however, so far, seconding organisations felt that they carried more of the risks, and experienced fewer of the benefits, than the GLA in this model.

- The CII has strengthened the relationships between the GLA and funders, between the GLA and individual secondees, and between civil society organisations. To enable deep, long-lasting partnerships to grow between seconding organisations and the GLA, seconding organisations need to be engaged in shaping the broad strategic priorities of the CII and in contributing to the programme of work of secondees.

- Partners agree that the Initiative has the potential to create long-lasting, widely felt social change, but it is too early to assess what impact has been achieved to date.

Some impacts of this initiative have been felt at a really high level in City Hall. For example, our work on young Londoners securing status put us far ahead of others in understanding the issue and what needs to be done to address it.

Matthew Ryder, (former) Deputy Mayor for Social Integration, Social Mobility and Community Engagement

The main thing I have gained personally is having varied professional experience and an insight into the statutory sector which I've never worked in before.

Secondee, 2017-18

We're an organisation people know of now…

We've had opportunities to speak at events in City Hall, host events in City Hall, put forward people to be in videos, help with translations…

We have moved a lot closer to the GLA and are getting lots of opportunities we wouldn't otherwise get in making our voice heard.

Seconding Organisation

I think the secondees being in the GLA has worked well.

As well as working on their own work plans, they're being involved in other parts of the GLA, trying to embed thinking about immigration and secure status and citizenship in other aspects of what the GLA does. That's been a really positive thing.

GLA Officer

It's really, really positive to have that expertise in the building on certain issues…
I thought it was really enriching in having that frontline experience.

GLA Officer

I think there's huge potential in [the model]. The idea of funders being the conduit to second staff from civil society into institutional settings like that is a really great model in many ways…

Putting individuals in organisations you know into institutions you want to know it.
It is an interesting concept for big change pieces…

In some areas of this project this was illustrated really well.

Funder

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