

**Citizenship and Integration Initiative**

**Invitation to apply for funding**

**November 2017**

**Summary**

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. These goals are:

1. **Civic Engagement:** Encouraging the take up of citizenship and participation in democracy
2. **Young Londoners:** supporting young Londoners to secure their legal rights to residence
3. **Diversity, social contact and identity:** celebrating diversity and building shared identity

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 model of change being pursued by CII is two-fold: firstly, to fund secondments from civil society organisations into the Mayor’s Social Integration Team; and secondly, to support community based activities that will complement and enhance the GLA’s social integration programmes.

**Invitation to apply for funding**

We are seeking applications from suitable organisations willing to second a member of staff into the GLA’s Integration Team. This document provides:

* a briefing on how the Citizenship and Integration Initiative works
* a summary of current and proposed activity under each of the shared goals
* the role specification for the seconded roles
* details on how to apply and what happens next

To apply, please complete the attached application form and attach a CV for the staff member you are proposing to second.

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| **Key Dates**  5pm on 13th December: Deadline for submission of bids  w/c 8th January 2018: Assessment visits to shortlisted organisations  21st February 2018: Trust for London Grants Committee makes funding decisions  3rd April 2018: Secondment into Mayor’s Social Integration team commences |

**BRIEFING on the initiative**

1. **Context**

London is a diverse city with a rapidly growing and changing population and significant population turnover. In 2014, roughly 50% of the 400,000 people moving to London were from abroad with the remaining 50% moving from other regions within the UK. An estimated 500,000 young Londoners will turn 18 over this mayoral term. One million EU citizens live in London and according to the last census, 70% of Londoners who were born in the EU had been in the UK for over four years. And in the longer term, millions of Londoners (from within the EU and elsewhere) now face significant uncertainty about their immigration status. The increase in reported hate crime following the EU referendum result also has impacted many Londoners’ feelings of belonging, identity and personal safety. This level of change presents both tremendous opportunities and unique challenges in terms of delivering active citizenship and integration in London.

Social integration is a priority for the Mayor that cuts across all policy areas. If we are to achieve it, we need to tackle inequality; and tackle the barriers that prevent some Londoners from benefiting from, and contributing to, all that the city has to offer. We need to build strong communities, and enable all Londoners to actively participate in the life of the city, and in the decisions that affect them. The Mayor has set out his ambition to develop both new ways of understanding and measuring social integration, and new policy approaches and best practice to deliver it.

1. **how the CITIZENSHIP AND INTEGRATION initiative works**

**Shared goals**

* **Civic Engagement:** encouraging the take up of citizenship and involvement in democracy
* **Young Londoners:** supporting young people to secure their legal rights to residence
* **Diversity, social contact and identity:** celebrating diversity and building shared identity

**Collaborative approach**

* a pooled independent fund supports secondments from civil society organisations into the GLA’s Social Integration team
* the GLA draws 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.

**The pooled fund**

A number of Trusts and Foundations have contributed to a pooled fund, including Trust for London, Unbound Philanthropy, the Paul Hamlyn Foundation and the City Bridge Trust. The fund is independent of Mayor of London and the Greater London Authority but complements the Mayor’s work on social integration and with shared goals and objectives.

All governance and regulatory oversight of the CII lies with Trust for London.

**Action to date**

Secondees from four civil society organisations (Migrants Organise, Citizens UK, Coram Children’s Legal Centre and Just for Kids Law) joined the GLA in April 2017 for one year. The GLA invested resources into a new Social Integration Team (part of the Communities and Social Policy Directorate). The secondees work within the Mayor’s Social Integration Team and have a crucial role working alongside GLA staff to achieve the shared objectives of the Citizenship and Integration initiative. The secondees have supported the development of the GLA’s Social Integration Strategy alongside developing a range of project ideas, both policy and practical, that that progress the social integration agenda. A summary of current and proposed activity under each of the shared goals is set out in **Appendix A.**  Complementary projects which would be delivered in the community are also being explored by the pooled fund.

**WHAT WE ARE SEEKING**

1. **ABOUT THE SECONDMENTS**

This call for proposals seeks three new secondments from civil society organisations to join the Mayor’s Social Integration Team from April 2018.

The role specification for these secondments is set out in **Appendix B.**

The potential secondee that you put forward will need to demonstrate:

* Expertise in one of the areas of work
* Ability to perform at the level required

Secondments are for one year. Ideally, we are seeking full time secondments but understand that this may not be possible for smaller organisations, and are willing to consider part time arrangements.

1. **ABOUT YOUR ORGANISATION**

We are seeking organisations with a track record in one (or more) of the areas of work. Whilst the secondee will become an employee of the GLA for the duration of the secondment, the organisation will be invited to join the Advisory Group to the CII, in order that you are able to contribute your wider knowledge and perspective to the development and operation of the initiative. The Advisory Group is chaired by Bharat Mehta, Chief Executive of the Trust for London, and includes Matthew Ryder, Deputy Mayor for Social Integration, Social Mobility and Community Engagement along with senior representatives of the other contributing funders.

**HOW TO APPLY**

1. **PROPOSALS FOR FUNDING**

Organisations can apply for funding to cover:

* the salary and on-costs of the seconded staff member (which will continue to be paid by the originating organisation)
* recruitment costs of replacing the seconded staff member
* a reasonable contribution towards management costs

Organisations submitting a proposal will need to complete the Application Form at **Appendix C**, and submit this to Trust for London along with the CV of the staff member you are proposing to second and return to Trust for London **by 5pm on 13th December 2017**.

1. **Assessment and decision making**

Proposals will be reviewed by Trust for London officers, who will make an assessment visit to each shortlisted applicant **in the week commencing 8th January**, at which we will need to meet with a senior staff member, a Trustee, and the staff member that you are proposing to second.

There will be an opportunity for shortlisted secondees to meet with members of the Mayor’s Social Integration Team before applications are recommended for funding.

In addition, shortlisted secondees will be able to meet informally with current secondees to understand more about their experience of the secondment.

Applications will be assessed against the following criteria:

* Understanding and track record of the organisation in generating change on the identified goals
* Skills and experience of identify staff member (the application process will ask for a CV), and how this individual will add value to the Mayor’s Social Integration Team
* Ability of organisation to second staff member for required time / capacity to backfill appropriately
* Approach of organisation to positive collaboration and managing potential conflicts of interest as a result of the secondment

**The final decision rests with the Trust for London Grants Committee which meets on the 21st February 2018.**

Note that organisations who are successful in securing funding from the CII pooled fund will NOT be disqualified from receiving other funds from any of the contributing independent funders or from the Greater London Authority.

1. **Finalising secondments**

Once funding decisions have been made, a number of things will need to happen before the secondment can begin:

* A funding agreement with the Trust for London will be put in place
* Secondees will undergo normal GLA HR screening processes
* A contract put in place between the seconding organisation and the GLA
* Seconding organisations make practical arrangements to release the secondee
* A face to face meeting between secondee and the GLA Social Integration Team Manager to agree the role, responsibilities and work programme priorities
* A face to face meeting between the secondee’s originating manager and the GLA Social Integration Team Manager to agree processes for management.

Seconded staff will be managed directly by the GLA Social Integration Team Manager.

Seconded staff will retain the terms and conditions of their originating employer.

The secondment agreement with the GLA will set out how to deal with potential conflicts of interest generated by the secondment, for example, should the originating organisation also be funded by the GLA Social Integration Team.

Trust for London hopes that the secondments to the GLA will commence at the beginning of April 2018 so that there is a handover period between current and new secondees, but we will ask you during the application process a) when you will be able to secure Board approval, and b) when the secondment can commence and your proposed duration.

1. **Monitoring and reporting**

Funded organisations will be required to complete evaluation reports for the Trust for London as set out in the conditions of grant agreement, and reported to the TFL Board/Grants Committee.

Summaries of outcomes and learning will be shared with the Advisory Group and with the GLA Mayoral Team.

In addition, the CII has a Learning Partner (Renaisi). All stakeholders in the initiative, including seconding organisations and secondees, have opportunities to contribute their thinking, experiences and learning through one to one interviews and workshops which help to shape the initiative as it continues to develop. We will be sharing summaries of learning from this model with other cities across the UK and beyond.

1. **For more information**

If you have any questions about this call for proposals, please contact:

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**APPENDIX A: SUMMARY OF CURRENT AND PLANNED ACTIVITIES**

1. **Civic Engagement: Encouraging the take up of citizenship and participation in democracy**

**Ambition for this year**

Increase Londoners’ understanding and take up of a wide range of civic activities.

To build consensus around an improved approach to citizenship ceremonies, and to host a major mayoral citizenship ceremony in Spring 2018.

**GLA plans for this year**

The current secondees are going through the final stages of approval for 3 specific projects next year on Citizenship. Further details can be discussed at interview stage, but these are likely to include:

* **Improving citizenship ceremonies**: working with local areas to develop and test best practice in citizenship ceremonies; writing and disseminating best practice.
* **Embedding active participation in Citizenship Ceremonies:** embedding new forms of active citizenship within citizenship ceremonies; working with others to conduct research and evaluation on new approaches.
* **Mayoral Citizenship Ceremony:** working with internal GLA Colleagues to apply learning from local work to the Mayor’s own citizenship ceremony, likely to be held in late Spring 2018.

1. **Young Londoners: supporting young Londoners to secure their legal rights to residence**

**Ambition for this year**

Increase young Londoners’ awareness of their legal rights to residence and citizenship and facilitate the conditions in which more children and young people are able to secure their residence/citizenship rights.

**GLA plans for this year**

* **Engagement**: An ongoing dialogue is established between young people and the GLA on accessing legal rights to residence and citizenship to enable collaborative working

Current secondees have already established the Young Londoners Forum which brought together over 60 young people to explore the challenges of growing up in London without secure status and what the GLA could do to help. We expect the Young Londoners Forum to continue to grow to support our work and the wider work of the GLA.

* **Awareness**: Children, young people, families and those who work with them are aware of their legal rights to residence/citizenship

We expect this will include work to embed children’s citizenship rights in the Mayor’s London Curriculum and GLA guidance on children and young people’s citizenship rights and communications to disseminate this to a broad number of stakeholders through various formats (e.g. film, animation), community citizenship champions and events.

* **Secure status**: More children and young people in London have secure status

We are exploring options to commission research on the numbers of young people in London with insecure status and plans to support and build the capacity of the legal workforce serving young Londoners

1. **Diversity, social contact and identity: celebrating diversity and building shared identity**

**Ambition for this year**

Build the evidence base on identities to inform work on promoting a ‘London Identity’ that brings people together. We think a core part of building a socially integrated city is about celebrating our shared identities as well as our diversity, and this could include starting an open conversation about what it means to be a Londoner, as part of making social integration an issue for ‘everybody’.

**GLA plans for this year**

The GLA has commissioned in-depth qualitative research to understand how Londoners feel about their identity. This research will be completed in January 2018, and its findings will inform the work of a new secondee in 2018. This may include:

**London Identities**

* Commissioning follow up research on London Identities to develop a range of ideas on how to ‘welcome’ new arrivals in London.
* Developing proposals for celebrating London identities.
* Working with communications and marketing colleagues to design new ways of supporting London identities.

**Welcome Pack**

* Progressing early stage proposals into how London ‘welcomes’ new arrivals to the city.

**Appendix B: Greater London Authority Job Description**

**Job title: Citizenship and Integration Project Adviser**

**Grade: 7**

**Directorate: Communities and Intelligence**

**Unit: Communities and Social Policy**

**Job purpose**

1. Support delivery of a portfolio of work to promote social integration with a specific focus on the citizenship and integration programme of work.
2. Support effective joint working between the GLA, civil society, charitable funders, local authorities and other partners, providing project management support to secure delivery of agreed initiatives.
3. Develop and maintain effective approaches to stakeholder engagement and communicating information about the GLA’s citizenship and integration programme and related partnership initiatives to audiences both within and beyond the GLA.

**Principal accountabilities**

1. Contribute to the development and delivery of the Social Integration Strategy including project management of agreed areas of work, specifically within the citizenship and integration programme of work.
2. Present work to the Trust for London Citizenship and Integration Advisory Panel and provide support to the Panel as appropriate.
3. Help develop and maintain effective partnerships and networks with external bodies that support the delivery of the Mayor’s social integration and citizenship and integration programmes.
4. Engage with and support stakeholders from the public, voluntary and private sector, setting out the benefits of participating in Mayoral citizenship and integration programmes, ways of doing so and maintaining commitment and interest in each programme’s overall aims.
5. Actively facilitate social integration programme delivery and involvement of stakeholders through a variety of activities
6. Develop and maintain effective procedures for collating and updating information on social integration policies and programmes, including monitoring and reporting progress, and facilitating its use in relevant GLA strategies and programmes.
7. Identify and facilitate opportunities for closer collaboration across GLA programmes and relevant partnership initiatives.
8. Actively support and contribute to provision of timely policy advice and briefings to GLA colleagues, including the Mayor’s Office and responses to correspondence and queries.
9. Actively support the mainstreaming of social integration considerations through the GLA Group’s core business
10. Help to facilitate clear and effective communication of the Mayor’s social integration priorities and programmes, including through liaising with the GLA press/PR team and supporting the GLA’s social media and website activity.

## Key Relationships

Accountable to: Social Integration Manager

Accountable for: Resources allocated to the job

Principal contacts Communities and Social Policy Unit, Mayor’s Office (including Deputy Mayors/Mayoral Advisors) and senior GLA colleagues, London Councils and local authorities, civil society, charitable funders

**Person specification**

**Technical requirements/experience/qualifications**

1. Experience of working within a partnership environment, including public sector agencies, voluntary and community groups and the private sector
2. Understanding of social integration issues affecting Londoners.
3. Project management skills and experience, and ability to ensure initiatives are delivered to agreed targets and timescales
4. Experience of planning and organising a variety of partnership development, engagement and communications activities involving civil society, diverse communities and a wide range of stakeholders at all levels
5. Understanding of, and a commitment to, equality of opportunity and serving London's diverse communities, and the ability to apply this in a health development and communications role.

**Behavioural competencies**

**Building & Managing Relationships**

… is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

Level 2 indicators of effective performance

* Develops new professional relationships
* Understands the needs of others, the constraints they face and the levers to their engagement
* Understands differences, anticipates areas of conflict and takes action
* Fosters an environment where others feel respected
* Identifies opportunities for joint working to minimise duplication and deliver shared goals

**Strategic thinking**

…is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

Level 2 indicators of effective performance

* Works with a view to the future, prioritising own and others’ work in line with GLA objectives
* Briefs and prepares team to accomplish goals and objectives
* Communicates the GLA’s strategic priorities in a compelling and convincing manner, encouraging buy-in
* Balances own team’s needs with wider organisational needs
* Identifies synergies between team priorities and other relevant external agendas

**Planning and organising**

… is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

Level 2 indicators of effective performance

* Prioritises work in line with key team or project deliverables
* Makes contingency plans to account for changing work priorities, deadlines and milestones
* Identifies and consults with sponsors or stakeholders in planning work
* Pays close attention to detail, ensuring team’s work is delivered to a high standard
* Negotiates realistic timescales for work delivery, ensuring team deliverables can be met

**Problem solving**

… is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

Level 2 indicators of effective performance

* Processes and distils a variety of information to understand a problem fully
* Proposes options for solutions to presented problems
* Builds on the ideas of others to encourage creative problem solving
* Thinks laterally about own work, considering different ways to approach problems
* Seeks the opinions and experiences of others to understand different approaches to problem solving

**Research and analysis**

… is gathering intelligence (information, opinion and data) from varied sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.

Level 2 indicators of effective performance

* Proactively seeks new information sources to progress research agendas and address gaps in knowledge
* Grasps limitations of or assumptions behind data sources, disregarding those that lack quality
* Analyses and integrates qualitative and quantitative data to find new insights
* Translates research outcomes into concise, meaningful reports
* Identifies relevant and practical research questions for the future

### Responding to pressure and change

… is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.

##### Level 2 indicators of effective performance

* Maintains a focus on key priorities and deliverables, staying resilient in the face of pressure
* Anticipates and adapts flexibly to changing requirements
* Uses challenges as an opportunity to learn and improve
* Participates fully and encourages others to engage in change initiatives
* Manages team’s well-being, supporting them to cope with pressure and change