

WE ARE ALL LONDON

Our city's Civil Society strategy

FOREWORD

>> Matthew Ryder<< We Are All London

EXECUTIVE SUMMARY

This Document

- This document sets out the Greater London Authority (GLA)'s strategy for Civil Society, prepared by The Social Innovation Partnership, and partner Collaborate CIC.
- This work concludes a sustained consultation by the current administration with Civil Society groups in London, and will form the basis of a plan of work for incoming policy officers into Matthew Ryder, Deputy Mayor Dep. Mayor, Social Integration, Social Mobility, Community Engagement's team.
- The strategy sets out a bold vision, which aligns to the Mayor's priorities and his administration's vision of an open and progressive London.

Our Vision

We Are All London:

- ✓ A London that champions an equal role for Civil Society, to work alongside government and business for the welfare of citizens.
- ✓ A London that supports Civil Society organisations to realise their full potential: above and beyond transactional relationships, to trust based partnership and participation.
- ✓ A London that leads the way nationally and internationally as a place where citizens and communities are empowered to solve problems important to them.

This Strategy

- This strategy makes clear that the GLA's vision can only be achieved with sustained, trust based, relationships and focused action, which must be facilitated through *a new dialogue* with and within civil society.
- To that end, this strategy sets out both Principles (ways of working) and; Objectives, which set priority for action.
- The objectives are: a **RECOGNISED, INFORMED, CONNECTED** and **REPRESENTED** Civil Society.
- Underpinning each objective, are clear options for action, which form the basis of the recommendations.

Recommendations for a new dialogue:

- Establish a **Civil Society advisory body**, formalising civil society's role in key conversations, enabling participation in agenda setting and policy formation, and setting a precedent for consistency and coherence of engagement with civil society.
- Let **Civil Society 'Hack' the GLA**; taking advantage of civil society's creativity and informational resources on focused issues.

- **Focus on brokering relationships** with and within civil society, reducing duplication of effort and strengthening relationships between civil society, local government and other actors.
- **Spotlight good and innovative local authority practice**, increasing motivation and highlighting methods for local authorities to improve their relationship with Civil Society.
- **Co - develop internal standards of practice** with civil society actors, via an advisory body, assuring consistency of commissioning practices and wider Civil Society involvement across departments.
- **Communicate the value of civil society** through the GLA's leadership. So that there is widespread recognition and awareness of good practice and the many contributions that Civil Society makes to London.
- **Facilitate the use of the GLA Datastore**, maximising the value of informational assets and ensuring that Civil Society, and government are able to take a more informed, evidence based, approach to their work.

TABLE OF CONTENTS

FOREWORD	2
EXECUTIVE SUMMARY	3
TABLE OF CONTENTS	5
ABOUT THE GLA	6
CONTEXT	7
ABOUT THIS STRATEGY	11
OUR VISION	12
OBJECTIVES	14
1. A RECOGNISED CIVIL SOCIETY	15
OPTION 1: Spotlight good local authority practice	16
OPTION 2: Spotlight good grassroots practice	17
OPTION 3: Communicate the value of Civil Society	19
OPTION 4: Create a Civil Society webpage [Quick Win]	20
2. AN INFORMED CIVIL SOCIETY	21
OPTION 1: Consult Civil Society on their data needs	22
OPTION 2: Promote data sharing	23
OPTION 3: Facilitate the use of the Datastore	24
OPTION 4: Host an international civil society forum	26
3. A CONNECTED CIVIL SOCIETY	27
OPTION 1: Use existing networks to reach out to Civil Society	28
OPTION 2: Run cross-sector events	28
OPTION 3: Provide space for Civil Society meetings and events [Quick Win] ...	29
4. A REPRESENTED CIVIL SOCIETY	30
OPTION 1: Let Civil Society hack the GLA	31
OPTION 2: Develop a checklist for engagement	32
OPTION 3: Create one-pagers for consultations	32
OPTION 4: Establish a Civil Society advisory body	33
OPTION 5: Establish a participatory democratic platform	34
RECOMMENDATIONS	37
APPENDICES	43
Appendix 1: Initial key success factors	43
Appendix 2: Methodology	44
Appendix 3: Key findings	46
Appendix 4: Consulted Civil Society	58
Appendix 5: Other practical options to consider (and rankings)	59
Appendix 6: GLA Context	67

ABOUT THE GLA

The Greater London Authority (GLA) is London's strategic authority; our role is to promote economic development and wealth creation, social development, and improvement of the environment. The Mayor of London, Sadiq Khan also has various other duties in relation to culture and tourism, including responsibility for Trafalgar Square and Parliament Square.

The GLA has a considerable impact on the way London works through executive powers over transport, housing, planning, economic development, policing and emergencies and is required to produce statutory strategies for:

- Transport Strategy
- Spatial Development Strategy (The London Plan)
- Economic Development Strategy
- Housing Strategy
- Environment Strategy (Climate Change Mitigation and Energy Strategy, Waste Management Strategy, Air Quality Strategy, Climate Change Adaptation Strategy)
- Cultural Strategy
- Health Inequalities Strategy

These strategies set the course for London and its public bodies and the Mayor has funding and service provision responsibilities in each.¹ However, the balance of funding and service responsibilities between the GLA and other Public Service bodies in London is not the same across the different strategies; in those where there are no executive powers, such as in the Health Inequalities Strategy, the GLA cannot 'direct' other public bodies in their activities.

¹ <http://researchbriefings.files.parliament.uk/documents/SN05817/SN05817.pdf>

CONTEXT

What do is meant by 'Civil Society'?

We are a Civil Society. **We are all London** and each have a role to play in creating the sort of city in which we want to live.

Civil Society is *where* and *when* people take action to improve the lives of others. It includes formal organisations such as voluntary and community organisations, informal groups of people who come together for a common purpose, and individuals who act to make their community a better place to live.

Civil Society is both a space outside of government, in which work to promote positive social change occurs, and a group, made up of the individuals and organisations who contribute. Organisations from the regulated social sector, like charities and campaigning groups, are core members of this group – at the “heart of Civil Society” (National Council for Voluntary Associations (NCVO), 2017). Community and grassroots networks, as well as companies in the social economy are vital contributors. The NCVO almanac estimates over 120,000 Civil Society Organisations (CSOs) in London alone, two thirds of which are community-based, informal groups.

The makeup of Civil Society in London is changing. New organisations and associations are emerging, while some of the historically most important players – like trade unions – are on the decline (Department for Business Energy and Industrial Strategy, 2017). At the same time, new ways of doing business and delivering public services are expanding the realm of Civil Society to include organisations, like social enterprises, public service mutuals and public sector nonprofits that operate in the overlap between the private sector, government and Civil Society. Diagram 1² illustrates this overlap and shows some of the actors involved in UK Civil Society.

Civil Society makes a significant contribution to London as it:

- Looks to address fundamental human needs, unmediated by the state or markets;
- Contributes to a healthy democracy, as activists and community organisers challenge the moral status-quo through campaigning and advocacy;
- Creates both economic and social value and drives markets to consider Civil Society both as essential and necessary;
- Serves as a rapid, first responder, moving quickly within communities, and innovating in the face of emergent challenges; *and*
- Plays a key role alongside government in the delivery of basic services.

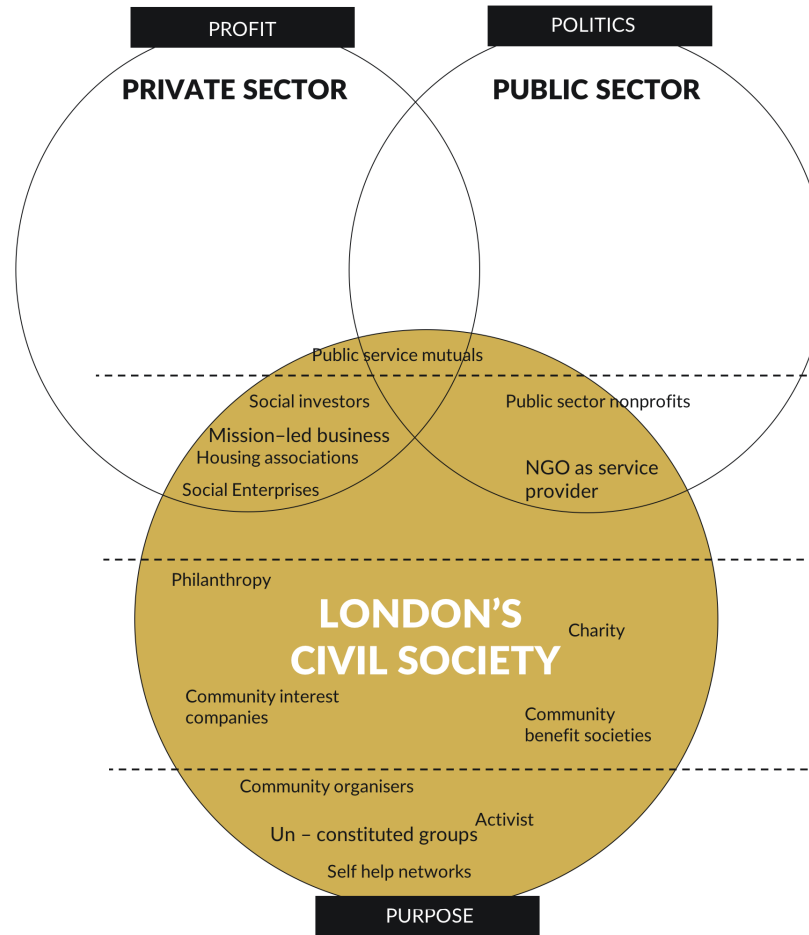
² Adapted from “An Interactive View of the Social Economy,” by Jack Quarter and Laurie Mook, 2010, ANSERJ Canadian Journal of Nonprofit and Social Economy Research, vol. 1, no. 1. Quarter and Mook 2010.

DIAGRAM 1: ONE MODEL OF CIVIL SOCIETY INTERSECTIONS WITH DIFFERENT SECTORS

3X MODEL

The model shows 3 'poles' for finding solutions to human problems: Markets, Government, Civic action. It recognises that social impact is not only the preserve of civil society. Each area has assets and constraints.

1. **Profit:** Customer orientated problem solving, constrained by market
2. **Politics:** Democratic problem solving constrained by bureaucracy
3. **Purpose:** values orientated problem solving



CIVIL SOCIETY

NEW FORMS OF CIVIL SOCIETY

Attributes

- Online activism
- Public / Private / Civic cross-sector innovation
- Digital coops

LONDON'S SOCIAL ECONOMY

Attributes

- 'Buffers' civil society from market mechanisms
- Drives 'purpose' into private sector
- Emphasises the creation of social value alongside economic value

REGULATED SOCIAL SECTOR

Attributes

- Holds majority of assets: i.e. foundations and registered charities
- Refers to both national actors 'brand names' acting in London
- Institutional, professionalized, and heard, this is where the majority of capacity in 'the sector' sits

GRASSROOTS / COMMUNITY ACTORS

Attributes

- London, and more likely borough specific i.e not national actors
- Human innovation, at an individual level
- Frontier action and activism
- Informal /un-constituted groups, which are often not considered part of 'civil society'

The national policy context

Successive national governments have sought to redefine the state's relationship with Civil Society. Civil Society has been asked to step in to what were once statutory service areas, to fill gaps as a result of a retreating state. Governments have appealed to Civil Society's emphasis on social purpose as a policy platform. In the face of economic transition, government has moved away from grant making into Civil Society, to contractual and transactional relationships with Civil Society. In 2000-01, contracts for services made up 49% of government funding awarded to charities. By 2014-15 this had grown to 81% (National Council for Voluntary Organisations (NCVO), 2014, 2017b). Some organisations have been able to take advantage of this shift, but evidence suggests that others, especially smaller charities, have lost out (Lloyds Bank Foundation for England and Wales, 2016).

This shift from grants towards contracts for services occurred alongside an overall reduction in government spending (Lupton *et al.*, 2015), government funding for charities (National Council for Voluntary Organisations (NCVO), 2017b) and significant reductions in local authority budgets since 2010 (Smith, Phil-Lips, Simpson, Eiser, & Phillips, 2016), all of which are likely to have compounded the funding challenge for charitable organisations.

The government also begun to play a stricter regulatory role, with the introduction of the Lobbying Act 2014. This restricts charities' ability to campaign in the run-up to elections and a recent commitment by Theresa May, as part of her vision for the 'shared society' to clamp down on "inappropriate and unacceptable fundraising practices" (Department for Education, Department of Health, The Charity Commission, Prime Minister's Office, 10 Downing Street, 2017).

The relationships and boundaries between the government and Civil Society continue to change.

Wider trends influencing Civil Society

Current social, environmental, technological and political trends will all be influential in shaping the future of Civil Society. There is likely to be greater demand for support from Civil Society in the context of a shrinking state, increasing need, and budgetary constraints. The Civil Society Futures report (Pratten, Greenwood, Fenton, & Dinham, 2014AD) points to a number of ongoing public issues – from migration to health to housing – that are likely to be exacerbated by planned decreases in public spending and predicted declines in economic growth and real GDP (Office for Budget Responsibility, 2017).

We're living through a digital revolution and innovations such as Artificial Intelligence (AI), Blockchain, crowdsourcing and sharing-economy applications are transforming the ways in which we live, work, communicate and collaborate with each other. While these technologies have the potential to be disruptive, they also offer untold opportunities to boost social research, fundraising and activism and means of tackling social issues at lower cost. This can be seen in

practice in the emerging sectors of urban, government and civic technology. Further, the emergence of new kinds of online activism can be seen.

London's Civil Society

These wider trends are increasing demands on London's Civil Society. Since 2010, in line with the austerity agenda, the state has retracted – with aforementioned significant funding cuts to local government services outside health and education (Big Lottery Fund (BLF), Future of Doing Good 2016). London's population is projected to reach 10 million by 2039, with some borough's populations expected to increase by over 30% by 2041 (GLA, 2015). In addition, The Office of Budget and Responsibility estimates that leaving the EU will reduce Britain's economic growth by 2.4 percentage by 2020. Therefore, it can be said that the gap in state service-provision is here to stay and likely to widen. Exacerbated by economic, social and demographic factors, London's population also faces new, entrenched challenges, such as ageing, loneliness, pollution, unequal life chances and health outcomes and unbalanced growth, especially in housing, and child care affordability. And, as the 2016 Casey Review highlighted, there is work to be done to improve social integration in the UK's multicultural capital.

London's opportunity

In this context, the GLA understands that:

- London needs new ways of bringing citizens and Civil Society together around shared issues, to find solutions through new means of collaboration.
- London's civic infrastructure needs strengthening, which means enabling new ways for citizens and Civil Society to devise, co-create, and co-own solutions to their communities' challenges.
- On grounds of equity, quality of life and economic imperative, London's citizens need more effective ways to reinvest in civic and social life, and the well-being of their city and communities.

Thankfully, London has a wealth of talent, heritage, and culture, informational and financial assets that can be harnessed to meet these demands – many of which belong to our large and vibrant Civil Society. As of 2014-15, there were over 20,000 voluntary organisations in London (NCVO, 2017a), and another estimated 120,000 non-constituted or informal organisations (NCVO, 2014). In 2016-17, over a third of Londoners volunteered in some way and 26.7% gave money to charity (Department for Digital Culture Media & Sport, 2017). Our city's human capital, activism, creativity, recognised leadership – within the UK and internationally – and track-record as a test-bed for innovation, mean that the city is ideally positioned to address the civic challenges it faces.

Moreover, the new Mayoral priorities (GLA, 2016), offer a number of powerful potential starting points for renewing engagement between government, business and Civil Society to shift outcomes for people, place, city and planet.

ABOUT THIS STRATEGY

This strategy is a non- statutory strategy, meaning that the Mayor and his team aren't legally obliged to produce it. However, both statutory and non-statutory strategies hold significant influence on cross-cutting policy issues, the way services and initiatives are delivered across the city, and on the wider practice and behaviours across all sectors.

This strategy represents the culmination of this administration's consultation across Civil Society.

Our approach to developing this strategy has been to engage, as far as possible, with a broad cross section of Civil Society actors: grassroots activists, trade unions, community groups, foundations, community organisers, charities and social enterprises, amongst others.

Our approach to developing this strategy has been to:

- Work internally and interdepartmentally within the GLA to understand opportunities and constraints to informational, financial, and human resource;
- Consult externally with a breadth of Civil Society actors;
- Recognise the unique value that Civil Society organisations and actors bring and their importance to our daily lives; *and*
- Co – design this strategy, its vision and objectives with Civil Society; working backward from challenges they identify.

OUR VISION

We Are All London.

The start of a new dialogue for...

- ✓ A London that leads the way nationally and internationally as a place where citizens and communities are empowered to solve the problems important to them.
- ✓ A London that supports Civil Society organisations to realise their full potential - above and beyond transactional relationships, towards trust based partnership and participation.
- ✓ A London that champions an equal role for Civil Society, to work alongside government and business for the welfare of citizens.

The purpose of this vision statement is to set a clear ambition for the role of Civil Society in our city. Realising this vision will require hard work, learning, and iteration. That's why the principles and objectives in this strategy lay the foundations for *a new dialogue* - so that together, government, business and Civil Society can achieve more for citizens in London.

Principles

... of a new dialogue

✓ Respect	<ul style="list-style-type: none">• We understand the vital role that Civil Society plays in improving the welfare of citizens.• We recognise the healthy tension between government and campaigning organisations as essential, both to London's thriving Civil Society, and our democracy.
✓ Partnership	<ul style="list-style-type: none">• We are committed to working with Civil Society through a broad set of partnerships: shaping agenda's, action, policy and programme delivery.• We are committed to finding new methods of participation, so that Civil Society actors are heard and contributing.

<p>✓ Coherence</p>	<ul style="list-style-type: none"> • We are committed to taking a joined-up-approach to working with Civil Society - coordinating informational, human and financial resources internally, to work with Civil Society consistently across our departments.
<p>✓ Transparency</p>	<ul style="list-style-type: none"> • The GLA is committed to making data and information on our city, available and easily accessible to Civil Society groups and reciprocally, for Civil Society groups to easily contribute their data to London's informational resources. • We're interested in understanding what's working and what's not working - ensuring honesty about successes and failures.

Objectives

Our Objectives, outlined below, are the 4 ways to begin *a new dialogue* with Civil Society, in order to achieve our vision.



OBJECTIVES

1

A RECOGNISED CIVIL SOCIETY



2

AN INFORMED CIVIL SOCIETY



3

A CONNECTED CIVIL SOCIETY



4

A REPRESENTED CIVIL SOCIETY



1. A RECOGNISED CIVIL SOCIETY

WHY?

So that there is widespread recognition and awareness of good practice and the many contributions that Civil Society makes to London.

- ✓ Increased awareness of the value of Civil Society.
- ✓ Increased opportunity to learn from and apply good practice.
- ✓ Increased opportunity for Civil Society actors to access funding and support.

RATIONALE

There are at least 60,000 active voluntary and community and social enterprise organisations in London (London Voluntary Service Council (LVSC), 2016). There are millions of active volunteers and tens of thousands of unincorporated organisations. These individuals and groups make enormous contributions to the well-being, economy and quality of life in London. More can and should be done to recognise, articulate and amplify this value. Many of those we spoke to during the strategy consultation were keen to see the GLA leverage its external influence to champion Civil Society.

OPTIONS

- 1. Spotlight good local authority practice**
- 2. Spotlight good grassroots practice**
- 3. Communicate the value of Civil Society**
- 4. Create a Civil Society webpage**

"I think because of its platform and political leadership, the GLA should promote the kind of the models that it sees tackling challenges."

"[Civil Society] needs supporting, endorsing the need, legitimising the existence of these orgs, recognising them as part of the city. The city would be poorer without the third sector, in all of its guises."

"There is real opportunity for the GLA to stake a big leadership claim, to be a champion of Civil Society as an important part of the post Brexit London - how it keeps the vibrant cultural city that London is going."

OPTION 1: Spotlight good local authority practice

DESCRIPTION

Respondents in the consultation highlighted that some local authorities have found creative and valuable ways of partnering with Civil Society, beyond a transactional model. For example, some local authorities have empowered those with lived experience to shape policy by devolving responsibilities for agenda-setting or budgetary control. At the same time, many respondents reported that they were struggling to connect effectively with their own local authorities. The GLA could encourage the spread of good practice between boroughs by highlighting where it exists, supporting its development and convening local authorities for peer learning.

One way in which the GLA could spotlight and support the development of good practice is through a quality mark or challenge prize. A quality mark could be modelled on other established opt-in standards for recognition, like Investors in People, and would be defined by the sector (i.e. by the representative body). A challenge prize could take a similar form to the London Borough of Culture award. Boroughs with high levels or innovative forms of Civil Society involvement could apply for recognition and/or funding to further their practice.

The GLA could enable peer learning between local authorities by convening a series of practical learning sessions – providing a platform for local authority leaders and actors from Civil Society to share case studies and speak candidly about their work together. The model might bring together actors from a range of areas to learn from each other’s practice, hear inspiration from external experts and get to grips with practical approaches and tools.

SPECIFIC OUTCOMES

- ✓ Increased awareness of good practice in local authorities.
- ✓ Increased motivation for local authorities to improve their relationship with Civil Society.
- ✓ Increased ability for local authorities to improve their relationship with Civil Society.

INPUTS / RESOURCE

PEOPLE	COST
External, managed by the Civil Society Officer	RECURRENT COST- £££

OPTION 2: Spotlight good grassroots practice

DESCRIPTION

There is a significant amount of activity happening across London at grassroots level. Due to a competitive landscape and few funding streams, grassroots organisations regularly adapt the way they work together and individually. A significant amount of unseen innovation occurs in the process. The GLA could do more to celebrate the achievements of smaller groups and individuals and to spotlight innovative models that could be applied elsewhere.

One way in which the GLA could celebrate the grassroots is through its festivals and events programming- whether by running dedicated events in local boroughs or by making space for grassroots stalls or speakers at existing ones. By supporting grassroots organisations to raise their profile in this way, the GLA can play a role in helping them to attract funding and support. To ensure fairness, grassroots representatives could be chosen through a ballot system or by community vote, elected by one another.

Another way in which the GLA could celebrate good practice amongst grassroots, whilst capturing examples of innovation, is by compiling a bank of examples – for instance, in a physical or online ‘grassroots good practice guide’. Groups and individuals could be invited to submit examples of their work, with a focus specifically on what they are doing well, or differently. This resource will be most meaningful if the GLA works with grassroots actors in Civil Society to agree what good looks like and to select the cases to feature. This kind of resource would help to spotlight good practice, whilst strengthening the GLA’s stance as a champion of Civil Society – including the unusual suspects.

Alternatively, understanding the key players in the sector who are seeking to do the above and supporting them (i.e. through the London Hub or the local authorities). This would achieve similar ends whilst ensuring that it is driven by the sector.

SPECIFIC OUTCOMES

- ✓ Increased awareness of good practice in grassroots Civil Society.
- ✓ Increased opportunity for grassroots actors to learn from each other.
- ✓ Increased opportunity for wider the Civil Society to learn from grassroots actors.
- ✓ Increased opportunity for grassroots actors to access funding and gain recognition.

INPUTS / RESOURCE

PEOPLE

Civil Society Officer, with support from across departments to access contacts and resources

COST

RECURRENT COST- **££**

IN PRACTICE: THE NEW YORK COMMUNITY TRUST NONPROFIT EXCELLENCE AWARDS

The New York Community Trust Nonprofit Excellence Awards encourage excellent management and governance practices by nonprofits and honour outstanding management excellence in the New York City area's large and diverse nonprofit community. Every year, three winners participate in a Best Practices Workshop to discuss their management strengths and detail the strategies and practices that led to their selection. Their criteria include:

- Overall management focus on results and impact
- Governance structure moves the organisation forward
- Financial management is strong, transparent and accountable
- Organisation is diverse, equitable, and inclusive
- Human resources are valued and developed
- Use of information technology (IT) systems improves efficiency and advances mission
- Communications are strategic, effective, and build brand
- Fundraising and resource development are strategic, donor-centred, and effective

Click [here](#) for more info.

IN PRACTICE: HUBCAP

A virtual tool, Hubcap spreads knowledge and information across the province, country and beyond; its value is rooted within local communities. The site's interactive mapping tool allows social innovators to find out about projects, businesses and events happening in the communities where they live and work. Through Hubcap, the BC Partners for Social Impact hope to raise the profile of social innovation in British Columbia, Canada including awareness of the province's growing social enterprise sector.

Click [here](#) for more info.

OPTION 3: Communicate the value of Civil Society

DESCRIPTION

The GLA's communications celebrate the city and its people to great effect. These is an opportunity for the GLA to adapt its communications to better signal its commitment to Civil Society and to raise awareness of its value. This could involve:

- Setting out Civil Society engagement and partnership as a new Mayoral priority.
- Intergrating the value of Civil Society, into the #LondonIsOpen, taking into consideration the role that Civil Society plays in social intergration and diversity.
- Developing a set of 'key lines' - establishing consistent messaging on the role of Civil Society in London.

A quick win would be to ensure that the value of Civil Society – especially grassroots actors and informal volunteers, whose value is often neglected – are regularly acknowledged in GLA publications and speeches, especially by the Mayor and senior leadership.

SPECIFIC OUTCOMES

- ✓ Increased awareness of the value of Civil Society.
- ✓ Increased opportunity for Civil Society actors to access funding and recognition.

INPUTS / RESOURCE

PEOPLE

Senior internal resource, with support from the Communications team

COST

COST NEUTRAL

IN PRACTICE: SEOUL'S 'LISTENING MAYOR'

When Won-Soon Park took office in 2011 he led reforms to promote dialogue between citizens and local government. Branding himself the 'Listening Mayor', he created multiple opportunities for citizens to engage with him, including a mobile city hall tour and a speaker's corner at City Hall where citizens could record video messages to his office.

The reforms injected new life into Seoul's grassroots Civil Society and enabled several progressive social innovations to become part of the city's organisational and institutional architecture.

Click [here](#) for more info.

OPTION 4: Create a Civil Society webpage [Quick Win]

DESCRIPTION

One quick win would be to create a webpage dedicated to Civil Society on London.gov.uk. This page could amalgamate information on funding opportunities, ways to get involved, events, relevant data and key statements. The GLA could use a tool like pol.is to consult Civil Society on content.

This would also be a useful tool for the deputy mayor and different departments to signpost to recurring questions, for example about budgets and grants.

SPECIFIC OUTCOMES

- ✓ Increased recognition of the value of Civil Society.
- ✓ Increased awareness of GLA activities, enabling increased activity and input from Civil Society.

INPUTS / RESOURCE

PEOPLE

Communications/ Marketing, driven by the Social Integration and Community Engagement Teams and executed by an external developer.

COST

ONE OFF - **££**

2. AN INFORMED AND INFORMING CIVIL SOCIETY

WHY?

So that government and Civil Society are able to take a more informed approach to their work, developing a shared language and the building blocks for collaboration.

- ✓ Increased access to information for both Civil Society and the GLA.
- ✓ Increased use of information by both Civil Society and the GLA.

RATIONALE

Civil Society and government have access to different sources of evidence and insight into people's needs, values and experiences – all of which are important. However there is currently an information-sharing gap between the two, such that neither is able to see the full picture. Improved access to information and greater use of what exists could help both government and Civil Society to identify areas of unmet need, devise new solutions and improve services. It would also help to ensure that policy and programmes are informed by a range of perspectives, including those of hard to access groups, whom are often underrepresented. The Open Data and Charities report points to a number of practical systems that can support data sharing (Hall, Shadbolt, Tiropanis, O'Hara, & Davies, 2012). The GLA is well placed to take this forward.

OPTIONS

- 1. Consult Civil Society on their data needs**
- 2. Promote data sharing**
- 3. Facilitate use of the Datastore**
- 4. Host an international forum**

"[The GLA should] encourage local councils to disseminate GLA information as widely as possible"

"It would be really helpful when the GLA receive or notice useful information, for them to share it with community organisations"

"I think that [the lack of information sharing] is probably some of the frustration that small organisations will feel. I think that a lot of the wisdom and expertise that we need exists in neighbourhoods and communities. And I guess, often, people feel that it isn't drawn out as effectively as it could be."

OPTION 1: Consult Civil Society on their data needs

DESCRIPTION

Both the GLA and Civil Society agree that more could be done with the data collected from public services, and that more knowledge could be gathered from communities. We recommend a consultation to explore: what data from London's Datastore is being used and how, preferred data formats and data needs. The results could be used to shape a Datastore offer for Civil Society.

SPECIFIC OUTCOMES

- ✓ Increased knowledge of the use of data in Civil Society.
- ✓ Increased awareness of how Civil Society uses and benefits from different types of data.

INPUTS / RESOURCE

PEOPLE

Data Officer and Civil Society Officers, with support from the other departments

COST

ONE-OFF - £

IN PRACTICE: SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION (SALGA)'S MUNICIPAL BAROMETER

The Municipal Barometer is an online open data tool that “seeks to make local-level data available to municipal officials. It also aims to enhance engagement between citizens and government.”

To help them tailor the offer, researchers conducted a series of interviews and focus groups to understand why Civil Society organisations were using data. They concluded that there was demand for data to:

- Identify areas for intervention
- Compare community-sourced data with government data
- Learn about an area or region
- Evaluate the effectiveness of their own interventions
- Track public budgets and spending
- Mobilise communities
- Lobby or advocate for change or action
- Benchmark
- Raise awareness of municipal processes.

Click [here](#) for more info.

IN PRACTICE: MICROSOFT'S TENISON ROAD PROJECT

Following work with civil society and the community, Microsoft launched a data project about Tenison Road to determine the relevance data might have to ordinary life - to community, citizenship, democratic participation, etc.

The research involved conversations with locals to work out what matters to them, and the role data could play. Data tools were then built to collect, aggregate and share back relevant information. A big focus was also on ensuring that the data was visualised and presented in a way that would be easy to use and understand.

Click [here](#) for more info.

OPTION 2: Promote data sharing

DESCRIPTION

Today, less than a third of London's local authorities share their data via the London Datastore. The rest release their data on their own websites or not at all. In addition, there is currently no official way for Civil Society to provide data to the GLA. It is recommended that the GLA introduce mechanisms to receive data from Civil Society and issue calls for evidence on identified gaps in the Datastore, to take advantage of the wealth of information being collected by local authorities and Civil Society. In addition, a worthwhile exercise would be to determine the different data repositories in London (i.e. BLF's grantnav and local environment data), to think about how to combine data.

SPECIFIC OUTCOMES

- ✓ Increased amount of relevant data submitted to the Datastore.
- ✓ Increased quality of data available on the Datastore.
- ✓ Increased access to information for both the GLA and Civil Society.

INPUTS / RESOURCE

PEOPLE

Data Officer and Civil Society Officers, with support from other departments connections across boroughs.

COST

COST NEUTRAL

OPTION 3: Facilitate the use of the Datastore

DESCRIPTION

Throughout the consultation, many Civil Society actors shared that they struggled to navigate the Datastore or make sense of the data that is available. It is recommended for the GLA to conduct user testing to allow an understanding of the sticking points and develop a responsive support offer. Depending on the results of the user testing, it may make sense to re-design parts of the Datastore to allow for greater accessibility for Civil Society. Considerations would need to be made for those with low levels of digital literacy, using training as a way to meet organisations where they are.

This could subsequently take the form of training or hands-on opportunities to make use of data (e.g. a data challenge event) with access to support. Ideally this would drive solutions informed by data.

SPECIFIC OUTCOMES

- ✓ Increased number of organisation contributing to the Datastore.
- ✓ Increased quality and breadth of data submitted.
- ✓ Increased relevance of data submitted to the Datastore.
- ✓ Increased use of information by Civil Society.

INPUTS / RESOURCE

PEOPLE

Data Officer and Civil Society Officers, with support from the other departments

COST

ONE-OFF - £

IN PRACTICE: EXETER CITY FUTURES

Exeter City Futures is a Community Interest Company working in partnership with Exeter City Council to make the Exeter region congestion free and energy independent. Exeter City Futures distills data for citizens and Civil Society to help them identify possible solutions to local problems.

Exeter City Futures, following a period of engagement with residents and Civil Society, developed the challenge questions based on the analysis of city data along with an engaged, data-aware community, which they help shape. By collecting, sharing and analysing data on a city level, Exeter City Futures believes that they “can start to understand the impact we each have on Exeter and how we can influence, drive and measure transformation.”

Click [here](#) for more info.

IN PRACTICE: DATAKIND

DataKind “brings together top data scientists with leading social change organizations to collaborate on cutting-edge analytics and advanced algorithms to maximize social impact.”

DataKind partnered with New York, Seattle, New Orleans, and Microsoft to explore how data science can help the Vision Zero movement, which aims to reduce traffic-related deaths and severe injuries to zero. Partnered with New York City’s Department of Transportation, DataKind improved traffic safety on its streets by understanding what existing safety interventions are working and where there is potential for improvement so the city can better allocate resources.

They also worked with the City of Chicago’s Health Department, to identify how data could be de-siloed to help improve the lives of those suffering from mental illness, and the ability of charities to support them.

Click [here](#) for more info.

OPTION 4: Host an international civil society forum

DESCRIPTION

Showcasing international innovation and best practice in Civil Society would have a triple benefit. Firstly, it would enable London to establish itself as a leader in promoting and recognising Civil Society and the benefits it brings to the capital. Secondly, it would enable best practice to be recognised on a larger scale. Thirdly, it would enable London Civil Society to learn from what is happening around the world. We suggest holding an annual or bi-annual forum that brings together international representatives from Civil Society to share good practice and inspiration. Ideally, this would be future-focused, considering improved means of engaging.

This could be achieved by partnering with people in the sector (i.e. cities of culture, or following acknowledgement of London as the European volunteering capital).

SPECIFIC OUTCOMES

- ✓ Increased learning from other cities and groups doing similar work around the world.
- ✓ Increased recognition of London as a leader in supporting Civil Society.
- ✓ Increased recognition of London Civil Society activity.

INPUTS / RESOURCE

PEOPLE

Civil Society Officer, with support from the events team and senior leadership, and the international team.

COST

REPEATED - **£££**

IN PRACTICE: INTERNATIONAL CIVIC FORUM

Co-hosted by CIVICUS, the Business & Human Rights Resource Centre, the International Press Institute, and the Funders' Initiative for Civil Society, the International Civic Forum convenes 60 - 70 leaders from Civil Society, media, philanthropy, government, and business, who are at the forefront of protecting and advancing civic space around the globe.

Click [here](#) for more info.

3. A CONNECTED CIVIL SOCIETY

WHY?	SOUGHT OUTCOMES
<p>So that those within Civil Society are able to form relationships within and beyond its boundaries and come together to address common challenges.</p>	<ul style="list-style-type: none"> ✓ Greater awareness of similar actors and potential collaborators within civil society and across sectors. ✓ Reduced duplication of effort. ✓ Sharing of best practice. ✓ Increased access to support and resource.

RATIONALE

Civil Society involves a high number and wide range of actors, many of whom are working on similar challenges. There is also overlap between work being delivered by government, business and Civil Society. Despite the potential benefits of collaboration and coordination, there are practical challenges to working together. Competition for funding contributes to siloed working within Civil Society, while the sheer breadth of actors, many of whom operate on a small scale and in different sectors, can make it difficult to identify potential partners. Space to meet and come together is at a premium, while issue-focused events tend to focus on a narrow range of actors and perspectives.

As a result, many actors in Civil Society are looking for resources to help them deliver greater impact – whether that’s funding, access to space, technical support or partners. The GLA may be able to provide some of these resources and more importantly has a view over a large network of organisations that could provide support. The GLA is well positioned to play a brokering role to help actors within Civil Society build the right relationships – especially with local authorities and business.

OPTIONS	WHAT WE’VE HEARD
<ol style="list-style-type: none"> 1. Use existing networks to reach out to Civil Society 2. Run cross-sector events 3. Provide space for Civil Society meetings and events 	<p><i>“I feel I have been completely isolated. It would have been helpful to have access to a network of Civil Society actors for support.”</i></p> <p><i>“It’s about making/ mapping it at a local level, finding out who the connectors are, the people that are connected and on board.”</i></p> <p><i>“It wouldn’t be that difficult to focus on a particular issue. You could combine resources, skills and expertise and really shift the dial on that. There’s enough of a problem to recognise that you can’t do it on an individual level, but when aggregated up, it wouldn’t be impossible.”</i></p>

OPTION 1: Use existing networks to reach out to Civil Society

DESCRIPTION	
<p>Many respondents to the consultation survey reported that they were unaware of opportunities to engage with the GLA. In some ways, this is unsurprising - the scale of London's Civil Society means that it would be extremely difficult to maintain direct lines of communication with the high number of actors involved. Thankfully, there are Civil Society networks that connect and support various areas of work. These networks offer a viable route to disseminating information across Civil Society.</p> <p>We recommend that the GLA build partnerships with existing networks in order to reach more actors in Civil Society. Network organisations and organisers may, for example, be willing to publicise events, consultations, or calls for evidence in exchange for support in-kind from the GLA. The GLA could support these networks by publicising their work and / or offering access to space for meetings and events.</p>	
SPECIFIC OUTCOMES	
<ul style="list-style-type: none"> ✓ Improved communication channels between the GLA and Civil Society. ✓ Increased awareness of opportunities to engage with the GLA. ✓ Stronger structures and networks in Civil Society. ✓ Increased awareness among Civil Society actors of relevant networks. 	
INPUTS / RESOURCE	
PEOPLE	COST
Civil Society Officer	COST NEUTRAL

OPTION 2: Run cross-sector events

DESCRIPTION	
<p>Government, Civil Society and business often overlap in their interests and concerns. Each sector brings a unique perspective and different assets to these issues. The same can be said for different actors within Civil Society – for instance, charities, campaign organisations and informal volunteers might all work on the same issue area but understand and approach it quite differently. Too often, issue-focused events are designed to bring like-minded people together – people in similar positions with related understandings of the issue and solutions in mind. As a result, these events can fail to engage with issues in their fullness and their complexity. The GLA has the convening power to bring together actors from across sectors for events that are more substantive and have the potential to result in innovative partnerships.</p> <p>These events could focus on the Mayoral priorities and GLA strategies, and aim to develop new, innovative solutions, whilst inviting individuals with lived experience to inform ideas and solutions. These events could be issue-specific but should mainly consider the future of London, using the platform as an opportunity to shape future solutions.</p>	
SPECIFIC OUTCOMES	
<ul style="list-style-type: none"> • Increased collaboration across sectors. • Increasing number of networks and connections in CS. • Improved solutions for entrenched social issues. 	
INPUTS / RESOURCE	
PEOPLE	COST
Civil Society Officer, with support from all departments	REPEATED - £

IN PRACTICE: NEW YORK'S CITIES OF TOMORROW

New York's Cities of Tomorrow conference convenes industry experts, policymakers, developers, creative visionaries, entrepreneurs, social businesses, etc. to discuss the future of cities, and specifically what challenges might be expected and what will help them flourish. This is a melding of minds across sectors, although there is less representation from Civil Society than any other.

Click [here](#) for more info.

OPTION 3: Provide space for Civil Society meetings and events [Quick Win]

DESCRIPTION

Providing free space for Civil Society to congregate and network is a quick win which would show the GLA's willingness to listen and respond to Civil Society, whilst also addressing the growing challenge of finding appropriate and affordable places to work together and meet one another. The GLA could, for example, make one of the bottom floor meeting rooms available for use by Civil Society on a permanent basis. In the interests of fairness, space could be allocated through a ballot, subject to eligibility criteria.

SPECIFIC OUTCOMES

- Increased opportunity for Civil Society organisations to network and work together.

INPUTS / RESOURCE

PEOPLE

Civil Society Officer

COST

COST NEUTRAL

4. A REPRESENTED CIVIL SOCIETY

WHY?	SOUGHT OUTCOMES
<p>So that Civil Society has a voice in agenda setting, policy and decision-making across London.</p>	<ul style="list-style-type: none"> ✓ More opportunity for Civil Society to engage with government decision makers. ✓ More opportunity for Civil Society to support agenda-setting and policy design. ✓ Greater consistency and coherence in the GLA's approach to Civil Society.

RATIONALE

Civil Society is a source of valuable experiences and perspectives that deserve representation in policy and decision-making. Two thirds of respondents to the consultation survey for this Strategy reported that they would be interested in contributing to GLA policy creation and development but only 14% had done so. This represents a significant missed opportunity to channel Civil Society interest and assets.

Civil Society actors told us that they feel consulted but are increasingly disillusioned by a lack of follow-up and follow-through. At the same time, many are frustrated that their input is only sought at later stages in decision-making, once the agenda has already been set. There is a need to progress towards more meaningful partnership and co-production in order to rebuild trust and benefit from the expertise that Civil Society has to offer.

OPTIONS	WHAT WE'VE HEARD
<ol style="list-style-type: none"> 1. Let Civil Society hack the GLA 2. Develop a standard for engagement 3. Create one pagers for consultations 4. Establish a Civil Society advisory body 5. Establish a participatory democratic platform 	<p><i>“People are fed up of not being listened to. Therefore they give up trying.”</i></p> <p><i>“Grenfell will be a big thing in the conversation. The two things that seem to strike was that sense that the community was warning about what might happen and they were not listened to.”</i></p> <p><i>“I have been to a couple of [GLA] events but I don't know what the outcome has been. Things that have happened 12 months ago, the dialogue should continue. It's great that you're engaging but we want something to come out from those discussions.”</i></p>

OPTION 1: Let Civil Society hack the GLA

DESCRIPTION

89% of respondents to the strategy consultation survey identified ‘hack’ days as the way in which they’d most like to engage with the GLA. Specifically, respondents expressed interest in using hack days to co-design solutions to social problems. There is an opportunity to bring actors from Civil Society together with GLA teams to explore mayoral priorities and policy challenges. Hack days could be used to identify options or develop specific proposals, with GLA teams assuming responsibility for due diligence, budget approval and implementation. As with any consultative decision-making process, ensuring the right input, providing transparency and follow-through are important. The GLA should recruit participants from across Civil Society, be clear about the purpose and scope of their role and communicate the outcomes.

SPECIFIC OUTCOMES

- ✓ Increased Civil Society input into particular decisions.
- ✓ Improved mechanisms for Civil Society input, aligned to Civil Society preferences.

INPUTS / RESOURCE

PEOPLE

Civil Society Officer, with support from all departments

COST

REPEATED - £

IN PRACTICE: #HACKSOCIETY IN THE PHILLIPPINES

#HackSociety is an ideathon that “harnesses the new democratic space in order to crowdsource “hacks” that address key issues”. Set around the UN development goals, participants are invited to a daylong ideathon. Focusing on one of the five challenges, groups submit applications which identify a solution. Those accepted are invited to the hackathon, during which they will get the opportunity to work with mentors (e.g. subject matter experts from government, multilateral agencies, Civil Society and private sector, venture capitalists, startup incubators, and tech experts) to turn the ideas into feasible projects.

Click [here](#) for more info.

IN PRACTICE: YOTI'S CHARITY HACK DAYS

Yoti's Charity Hack days, focuses on help provide the tools and nurture the confidence of charity staff to embrace digital technology, and improving their own platform's ability to help non-profits solve local and global problems. The hack took the form of a design day, bringing non-profits together with developers graduating from Founders and Coders. In the morning, the participants work through their challenge to fully understand the problem. In the afternoon, they design a solution. At the end of the day, they pitch their idea to the developers, with a chance of winning a dedicated team of developers to build out a prototype of their solution.

Click [here](#) for more info.

OPTION 2: Develop a checklist for engagement

DESCRIPTION	
<p>Commissioning in Crisis (Lloyds Bank Foundation for England and Wales, 2016) highlights many ways in which smaller charities are excluded from commissioning processes, with consequences both for them and for service quality. Responses to the consultation for this Strategy suggest that the problem goes beyond smaller charities and beyond commissioning. Actors across Civil Society should be able to contribute to commissioning and policy making. Grassroots and community-based Civil Society actors are uniquely well-placed to provide insight into local need – is this insight being fully utilised? We recommend that the GLA develop an internal checklist that ensures Civil Society involvement throughout the policymaking and commissioning processes – from planning through to review. This checklist should respond to the specific challenges highlighted in Commissioning in Crisis vis-à-vis smaller charities while also considering the needs and opportunities to engage with other Civil Society actors.</p>	
SPECIFIC OUTCOMES	
<ul style="list-style-type: none"> ✓ Increased Civil Society involvement in commissioning and policymaking. ✓ Increased consistency in commissioning and policymaking across departments. ✓ Increased consistency in commissioning and policymaking practice across administrations. 	
INPUTS / RESOURCE	
PEOPLE	COST
Internal (e.g. new Civil Society Officer) with support from senior leadership and the Steering committee.	COST NEUTRAL

OPTION 3: Create one-pagers for consultations

DESCRIPTION	
<p>Many respondents to the strategy consultation survey reported that they weren't aware of GLA consultations or sure how to feed in. A quick win would be to create one-pagers for each GLA consultation setting out the key details in clear, accessible language. These could be publicised via Civil Society networks (see recommendation 3.1 above).</p>	
SPECIFIC OUTCOMES	
<ul style="list-style-type: none"> ✓ Increased awareness of GLA consultations. ✓ Increased likelihood of Civil Society input into GLA consultations. 	
INPUTS / RESOURCE	
PEOPLE	COST
All departments with support from the Civil Society Officer	COST NEUTRAL

OPTION 4: Establish a Civil Society advisory body

DESCRIPTION

A straightforward way of increasing Civil Society involvement in GLA decision-making would be to establish one or more Civil Society advisory bodies, to inform particular policy areas. This sort of body would hold the GLA accountable, while itself being held accountable by a wider network of Civil Society actors, as their representative. Their responsibilities could include representing Civil Society needs, preferences and perspectives.

The graph on the final page positions different advisory formats relative to alternative mechanisms for soliciting Civil Society input. If through the launch of this strategy there is a clear vision for the purpose behind an advisory body, co-designed with Civil Society - ensure selection of an option that reflects the diversity of civil society - i.e. a community-led standing conference, using online platforms, unconference, open space etc. to source opinions and views (see options around the representative board and the partially elected board in the final graph).

SPECIFIC OUTCOMES

- ✓ Increased ability for Civil Society to participate in policy decisions.
- ✓ More informed decisions made around issue areas.
- ✓ Consistency of approach to civil society through administration change.

INPUTS / RESOURCE

PEOPLE

Civil Society Officer, with support from external consulting resource and potentially a developer, depending on the type of structure

COST

ONGOING - **££**

IN PRACTICE: PARIS'S LE CONSEIL DES GÉNÉRATIONS FUTURES

The 'Conseil' is made up of 164 members (the capacity of their equivalent Chamber of Commerce), including some citizens, trade unions, charities, public services like schools and hospitals, activists and specialists, as well as elected borough leaders.

Themes are set and facilitated in an exchange of ideas in Civil Society, specifically focused on the future generations of Paris. The "Conseil" conducts debates and reflects on petitions and propositions created and submitted by Parisians, and reports back every year to Civil Society and to the Parisian government, pushing for implementation of any solutions which emerged during deliberation.

Click [here](#) for more info.

IN PRACTICE: NEW YORK'S COMMUNITY AFFAIRS UNIT

New York's Community Affairs Unit is the advisory, city-level arm of their Civil Society infrastructure. They are supported by Neighbourhood support teams and Community Boards:

- **Neighbourhood support teams** - work with existing City resources to address quality of life issues in specific geographic areas over the course of one year. Neighbourhood support teams consist of relevant City agency staff and community stakeholders.
- **Community boards** - are local representative bodies. 50% of their members are nominated individuals who reside, work, or have some other significant interest in the community. Community boards assess the needs of their own neighbourhoods, among other activities. They are open to the public and occur once a month.

Click [here](#) for more information.

OPTION 5: Establish a participatory democratic platform

DESCRIPTION

Around the world, an increasing number of cities are enabling wider democratic engagement through participatory digital platforms. Some are complementing these platforms with in person events, to deepen engagement and flesh out ideas. These sorts of platforms offer a promising mechanism for collaborative decision-making with Civil Society. Based on lessons learnt from similar initiatives, it will be important to:

- Clarify the scope for input;
- Provide templates and instructions for submitting ideas;
- Manage negativity, for instance Nesta's Digital Democracy report (Simon, Bass, Boelman, & Mulgan, 2017) points to the risk of trolling;
- Ensure accountability and feedback;
- Engage senior political leadership from the start;

The graph on the final page positions participatory democratic platforms relative to alternative mechanisms for soliciting Civil Society input.

SPECIFIC OUTCOMES

- ✓ Increased ability for Civil Society to participate in policy decisions.
- ✓ More informed decisions made around issue areas.

INPUTS / RESOURCE

PEOPLE

Civil Society Officer, with support from an external consulting resource and potentially a developer, depending on the type of structure

COST

ONGOING - **££**

IN PRACTICE: MADAME LA MAIRE, J'AI UNE IDÉE

In 2014, Anne Hidalgo, the Mayor of Paris, launched a participatory budgeting platform. The platform has since enabled over 159,000 Parisians to vote on ideas for implementation by the Parisian government. Participants can suggest new ideas and respond to one another around set themes.

The online platform is complemented by real-world meetings in which interested parties come together to translate ideas into robust proposals, which are then submitted for review to the city of Paris. The criteria and process through which proposals are selected for implementation is recorded online and a range of actors from Civil Society are able to input.

Click [here](#) for more information.

IN PRACTICE: BETTER REYKJAVIC

The Reykjavik government asked developers to set up a platform to solicit ideas from citizens. The output was Better Reykjavik, their first participatory democracy platform. This was later complemented by Better Neighbourhoods, a platform for annual participatory budgeting in districts across the city. These platforms enable citizens to suggest, debate and rank ideas for improving their city. It also gives them the opportunity to vote on specific proposals, thereby giving them the power to make decisions about how local resources are spent and allocated.

Anyone can post an idea on the Better Reykjavik platform or add points in response to others which are separated in columns, either 'for' or 'against' the idea, which can then be up- and down- voted by the rest of the community. Every month, the 15 most popular ideas are processed by Reykjavik Council by the appropriate standing committee. Citizens are then informed about how and whether these ideas will be implemented.

Click [here](#) for more information.

Like the LEAP for business, this advisory board would consist of leaders from Civil Society elected by the Mayor, to advise and determine a course of action for CS support by the GLA.

LEAP STYLE BOARD



This advisory board or forum would be partially elected by Civil Society members, including having spaces open for London citizens. It would have the same remit as the other two board structures, but be driven by different members of CS, including grassroots organisations.

DEMOCRATICALLY ELECTED BOARD



Participatory democracy platforms permit citizens and Civil Society to share ideas and to vote on interesting proposals. In this kind of structure, top-rated proposals could be submitted to a committee at the GLA (ideally including CS representation) which reviews it for feasibility and cost, and is responsible for implementation.

DIGITAL PARTICIPATORY DEMOCRACY



REPRESENTATIVE BOARD

Like the LEAP structure, this advisory board or forum, elected by the Mayor, would be responsible for responding to the ideas and needs submitted to them by Civil Society, and determine how to act on them. This would be similar to the Conseil General in Paris (see case study above). Each meeting would be around a theme that CS could then submit petitions and ideas to, which would subsequently be discussed and addressed before advising the Mayor and GLA on next steps.



LOCALISED STRUCTURES

Akin to the New York Community Boards, this would include having a set of elected members (by Civil Society and the Mayor equally) serving as advisors to the Mayor, and advised themselves by borough-specific groups, who have a representative in the larger advisory group. These borough-specific groups would assess the needs and interests of their communities, to be addressed and debated by the advisory structure before being submitted to the GLA for implementation and consideration.



PHYSICAL AND DIGITAL PARTICIPATORY DEMOCRACY

This structure combines the concept of neighborhood groups working together to identify needs and develop ideas together, with the opportunity to then submit these proposals and ideas on the platform. These proposals are then voted on by users (i.e. Civil Society, citizen, and business equally), and ultimately holds the GLA accountable for any implementation. This is similar to New York and Paris's participatory budgeting models.

RECOMMENDATIONS

This document outlines sixteen different options that the GLA can take to better support Civil Society, which include a variety of approaches to achieving the established outcomes. From these, we recommend implementing the following options:

1	REPRESENTED 3: DEVELOP DIRECT STRUCTURES TO FACILITATE INPUT
2	REPRESENTED 1: LET CIVIL SOCIETY HACK THE GLA
3	CONNECTED 1: USE NETWORKS TO REACH CIVIL SOCIETY
4	RECOGNISED 1: SPOTLIGHT GOOD LOCAL AUTHORITY PRACTICE
5	REPRESENTED 4: CO-DEVELOP INTERNAL STANDARDS OF PRACTICE
6	RECOGNISED 3: COMMUNICATE THE VALUE OF CIVIL SOCIETY
7	INFORMED 3: FACILITATE USE OF DATASTORE

We have developed a few analysis tools to better understand the different options and support our recommendations above. These are framed around an understanding of the costs, the ease of implementation, but most importantly the impact potential on Civil Society. Diagram 2 below identifies the different objectives that each option touches on, and the extent to which it does so.

DIAGRAM 2: EXPLORING OPTIONS THAT SATISFY OVERLAPPING OBJECTIVES

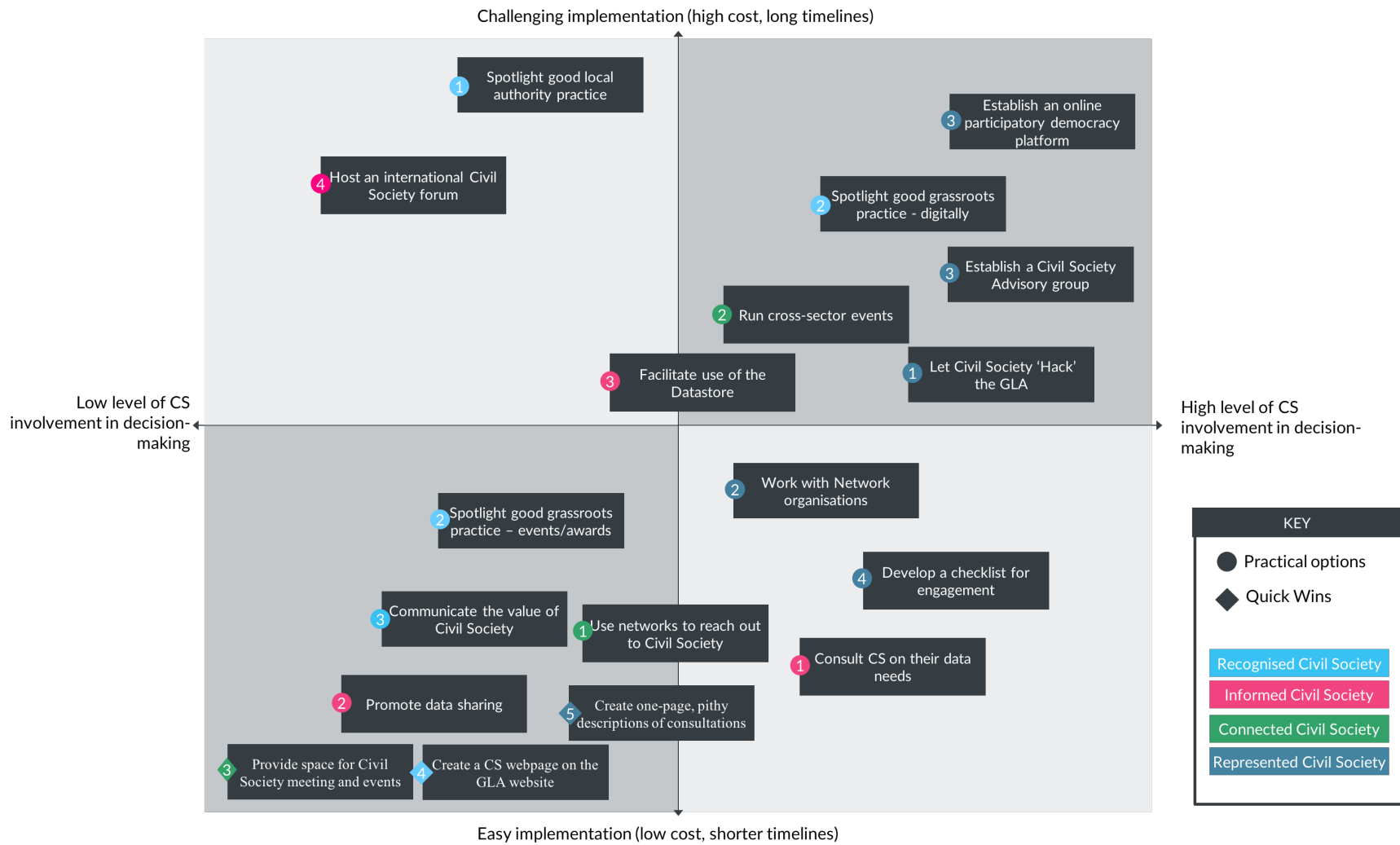
OPTIONS	RECOGNISED	INFORMED	CONNECTED	REPRESENTED
RECOGNISED 1: SPOTLIGHT GOOD LOCAL AUTHORITY PRACTICE				
RECOGNISED 2: SPOTLIGHT GOOD GRASSROOTS PRACTICE				
RECOGNISED 3: COMMUNICATE THE VALUE OF CIVIL SOCIETY				
RECOGNISED 4: CREATE A CIVIL SOCIETY WEBPAGE				
INFORMED 1: CONSULT CIVIL SOCIETY ON THEIR DATA NEEDS				
INFORMED 2: PROMOTE DATA SHARING				
INFORMED 3: FACILITATE USE OF THE DATASTORE				
INFORMED 4: HOST AN INTERNATIONAL CIVIL SOCIETY FORUM				
CONNECTED 1: USE NETWORKS TO REACH OUT TO CIVIL SOCIETY				
CONNECTED 2: RUN CROSS-SECTOR EVENTS				
CONNECTED 3: PROVIDE SPACE FOR CIVIL SOCIETY MEETING AND EVENTS				
REPRESENTED 1: LET CIVIL SOCIETY HACK THE GLA				
REPRESENTED 2: DEVELOP A STANDARD FOR ENGAGEMENT				
REPRESENTED 3: CREATE ONE-PAGERS FOR CONSULTATIONS				
REPRESENTED 4: ESTABLISH A CIVIL SOCIETY ADVISORY BODY				
REPRESENTED 5: ESTABLISH A PARTICIPATORY DEMOCRATIC PLATFORM				

The options which are the most influential across the objectives are:

- **INFORMED 3:** facilitate use of datastore
- **RECOGNISED 4:** create a Civil Society webpage
- **REPRESENTED 1:** let Civil Society hack the GLA
- **CONNECTED 1:** promote and support existing networks
- **REPRESENTED 3:** develop direct structures to facilitate input

We also explored the contrast between the ease of implementation and complexity, and Civil Society’s level of involvement in decision-making. Diagram 3 below highlights where each option sits across complexity and impact. Most options follow a clear correlation between high impact and high input (in cost and time).

DIAGRAM 3: CORRELATION BETWEEN IMPACT AND LEVEL OF INPUT REQUIRED



Immediate next steps

The first step should be to establish the kinds of structures and responsibilities that will drive this agenda forward. Although the GLA will have a new Civil Society and Data officer to advance some of this work, more research and expertise will be needed, including a clear pathway to action. Below are outlined a few next steps that could be taken in the next six months.

Continuing the conversation

Starting off the strategy by ensuring continuation of the conversation around this piece of work will be key. The first step will be to ask for feedback and comments on the vision, objectives and options, opening it up for more options to be submitted, which can then be refined and added into Appendix 5. The rest will likely flow from that:

- 1) The internal checklist - A good way to immediately strengthen the purpose of this strategy as driving a new kind of relationship, would be to push for the development of this checklist. This will ensure that the conversation continues, whilst also beginning to push internally for support and commitment to shifting practice. A good starting point is the findings in Appendix 3.
- 2) Beginning to co-design objectives and aims for a cross-sector event.
- 3) Co-designed criteria for the use of GLA space.

Strategy launched with a statement from the Mayor

This step will begin to build the GLA up as a champion for the sector, and serve as a first step to achieve a programme of support for the Mayor and other senior leadership to champion Civil Society internally and externally.

Establishment of delivery and accountability structures

As part of the next stage of developing the strategy, refining it and beginning to implement, we suggest some new bodies to be created - these groups would help to kick off the process rather than be tied down as a permanent fixture, to begin testing and learning along the way.

We propose establishing two kinds of structures to ensure effective implementation and governance of the objectives and the practical options:

- 1) An internal steering group, which ensures alignment and coherence across departments, and facilitates information sharing on involvement and engagement.

This internal steering group would include one or two representatives from Civil Society, who are ideally involved in other GLA work, either through secondment, a grantee, or activist to the GLA. We suggest having one or two representatives from each department, who would attend a quarterly steering group meeting. This steering group would oversee the work of the new Civil Society and Data Officers. Their remit would be to ensure alignment across the departments and ensure that the GLA is held

to account on maintaining the principles outlined in this document. The internal team, which would comprise of the Civil Society and Data Officers, with support from this group, can refine the vision and principles and go out and co-design the strategy with Civil Society in the next phase.

- 2) A Civil Society strategy advisory structure, specifically linked to ensuring accountability, and act as a representative of Civil Society voices around policy and practice.

As part of the further development of this strategy, we suggest setting up a structure that would first and foremost hold the GLA accountable to the strategy, and facilitate Civil Society input and reflection into the activities being conducted. Depending on the outcomes of further research, input from civil society and the results of the strategy roll-out, the group might turn or evolve into another type of structure, or be deemed unnecessary.

To set up such a group, once the remit and terms of reference are outlined, we suggest a two-fold approach to electing members a group of 10 to 15 members. We suggest opening the election of the members up for nomination by local boroughs and Civil Society for a period. Once that is done, the steering group should decide, in keeping with diversity and inclusion. Some considerations for the diversity and inclusion element would include having at least four to five of the members be from a grassroots position/ community activist/ etc., as well as representation from different parts of Civil Society (i.e. faith sectors, women, youth, BAME, etc.). This will ensure it represents the real makeup of Civil Society.

Aligning to Mayoral priorities and the on-going strategies

Using these as a test bed for the options described herein, supporting a way to gain the Mayor's leadership on the issue and set the stage for future communication and engagement. For example, this could include testing one of the 'hack' days (option around any future strategy or programme of work

Good practice events

A good place to start with recognition would be holding an event inside the GLA, which shares good practice from across GLA teams, with Civil Society groups that have been heavily engaged in partnerships with internal teams. This would offer recognition for the groups, but is crucially about highlighting good practice to convince others internally of the value of the work. Focus on bringing in the Civil Society groups to present and tell stories of their experiences and their organisations.

Opening the space for use by Civil Society

Opening a space for use by Civil Society would simply require an internal commitment to allocating one of the spaces for use by Civil Society, and could be an easy first step in a series of convening and hack events to come. The graph below places every practical option discussed along an axis, identifying those that will be more complex to implement, as well as those that will work towards establishing a more equal relationship between Civil Society and the GLA.

APPENDICES

Appendix 1: Initial key success factors

At the start of this work, TSIP, Collaborate, and the GLA team sat down to outline some key success factors for this piece of work. This includes:

- Uses evidenced-based models and approaches.
- Reflects Civil Society voices clearly.
- Contains communicable and accessible language and outputs.
- Guarantees non-duplication of effort.
- Is bold, innovative, and visionary.
- Establishes a 'hearing' and partnership approach - listening, involving and co-producing with Civil Society.
- Delivers forward a clear set of options which can lead to practical action and implementation.

Appendix 2: Methodology

This Appendix outlines the questions explored as part of this scoping work, the methods and tools, and any limitations of the research.

Research questions

The scoping work for a ‘beta’ version of the GLA Civil Society strategy included a range of methods to: 1) develop an understanding of both the internal conditions and appetite for this work at the GLA and; 2) to gather insight of what Civil Society’s perspective and interests might be. Answering these questions would enable a first step in developing a strategy that works both for the GLA and for Civil Society.

Area of focus	Research Question
The GLA’s activities and appetite for Civil Society involvement	<ul style="list-style-type: none"> • What is the readiness of the GLA to work collaboratively and strategically to support Civil Society? • How is the GLA currently working with Civil Society and what is the appetite for change?
Civil Society’s needs and vision for GLA involvement	<ul style="list-style-type: none"> • How does Civil Society want to engage/ be engaged with the GLA? • How can the GLA best increase the voice of grassroots organisations? • What is the role for the GLA in fostering innovation and recognizing best practice? • What sorts of structures, networks or governance arrangements might the GLA adopt to engage effectively with Civil Society?

Research design and tools

As part of this project, TSIP consulted over 100 members of Civil Society through semi-structured interviews, a survey and an open event in Hackney. The purpose of this research was to develop an understanding of how Civil Society wanted to engage and be engaged by the GLA, and on what basis.

To answer the research questions and to help identify a set of practical options which could improve Civil Society involvement and support, the work took a four-pronged approach:

- 1) **Six internal diagnostic interviews:** Designed to 1) understand the readiness of the GLA to work collaboratively and take on a new strategic approach to support Civil Society in London; 2) clarify different departments’ current work

- with Civil Society; 3) any gaps or opportunities that this strategy might fill for said departments and; 4) any considerations to implement new ways of working.
- 2) **An external Civil Society survey, completed by 46 individuals:** Created to gather insights on the best way to 1) increase grassroots voices to influence policymaking and service/ grant provision; 2) recognise or support new ways of working for better outcomes, and; 3) facilitate conversation and action between the GLA and Civil Society. Using TSIP networks, those of connectors engaged through interviews, and of the GLA, this survey sought to maximise participation in the development of this strategy.
 - 3) **17 external Civil Society semi-structured interviews:** These interviews were designed to be conducted with a series of 'connectors' and grassroots organisations. Connectors range from network organisations, to foundations and think tanks who will be able to provide: 1. a wider network of grassroots organisations; 2. a high/network-level perspective on the challenges and interests of Civil Society. The grassroots organisations were interviewed to get opinions on the functional priorities, and establish a clearer understanding of the best ways to engage and recognise their work.
 - 4) **An open consultation event, welcoming 44 members of Civil Society:** This roundtable style event was run for a dual purpose: 1) to share early findings of the interviews and surveys with people from Civil Society; and 2) to gather insights on how to turn some of the findings into practical, actionable options.

Following the initial research, TSIP and Collaborate analysed the findings to identify the key outcomes for Civil Society that fall within the GLA's remit. These were then drafted into five objectives, which together could come to achieve a vision of a strong, thriving Civil Society in London. The objectives were then adapted into 4, outlined below:

1. **A recognised Civil Society**
2. **An informed Civil Society**
3. **A connected Civil Society:**
4. **A represented Civil Society:**

Using feedback from Civil Society as well as examples of best practice internationally, a series of practical options were developed, as potential activities to explore to achieve the five key objectives. These options were then taken to a steering group meeting, where each was ranked against 'feasibility', 'risk', and 'impact potential'. Using these rankings, we then prioritised two to three options per objective, to provide a relevant amount of detail. The rest of these options and the rankings are in [Appendix 5](#) and can serve as future guidance when considering other options which would appropriately help the GLA achieve the five objectives set out in this 'beta' strategy.

Limitations of the research

This research was conducted over the space of two and a half months, and operated mainly through the GLA, TSIP and Collaborate networks. The interviewees and surveyed do not represent a perfect ample of the Civil Society population, nor do they encompass all the different structures or areas of work.

Appendix 3: Key findings

Internal Diagnostics

The purpose of the internal interviews was to understand the readiness of the GLA to work collaboratively and take on a new strategic approach to support Civil Society in London and how things are working now that may need to change/be built on, depending on the approach

TSIP and Collaborate conducted interviews with 6 members of staff at the GLA and received written responses from an additional 2 staff members. The departments covered included: Economic Policy Unit, Regeneration, Housing and Land, Health and Communities, Education and Youth, and Community Engagement. As part of this, the interviewees were asked about their hopes for the strategy, any barriers to implementation, and their role and vision in engaging with Civil Society. See the research questions in Appendix 1 for more detail.

The top findings from the internal interviews included:

- 1) **There is a significant amount of work being done with Civil Society** - The GLA engages with Civil Society through physical and digital platforms, and spends a significant amount of money to support and develop it. However, interviewees seemed to agree that there was very little clarity, neither internally or externally, nor a cohesive, joined up picture.
- 2) **Information sharing and transparency is key** - All interviewees mentioned the importance of information sharing. Internally, this referred to both stakeholder lists, activities, etc. to avoid duplication and wasted effort. Externally, this refers to managing expectations of Civil Society and focusing engagement/ideas, also suggesting that sharing budget information would also provide a clearer picture of limitations, and possibilities for support.

“The starting point is outlining what the statutory remit is to act in this space. There are so many different bits of policy, it took me about a year before realising that there was an educational and youth team. The new strategy is an effective way of communicating what the remit is. Sharing what is currently happening, and from that, developing an understanding of the baseline.”

- 3) **Working with Civil Society requires alignment and leadership** - Three interviewees suggested that there is a need for a clear narrative to enable Civil Society to work more effectively with the GLA, and to contribute more meaningfully. Over half of the interviewees also mentioned that the level of involvement with Civil Society solely depends on individuals, their own motivations and approaches, and is not facilitated by a cohesive narrative.

There's work that's been done around active participation and migrants ...around accessible health information... around social action... around crowdfunding. "if I could get everyone working in a cohesive programme, you would see some of the synergies, you could start to form a really good story about how we are trying to make a difference."

"Leadership needs to provide a cohesive narrative for the strategy. The power around this is the inspiration – articulating what the vision is for London? That is what I want to get out of [the new strategy]. Why does [engaging with Civil Society] matter?"

- 4) **Engaging meaningfully requires investment** - Four out of the five people interviewed referred to skillset as a key deterrent or motivator for Civil Society activity. Budget was also mentioned as both an enabler in one department, and a deterrent and another – working more collaboratively and cohesively with Civil Society will require more investment.

"We need to have the skills to do it - without culture, can't do it anyway. But then there's the need for resources for us to do it. The recognition that if the Mayor wants to, then the budget needs to be there, and it needs to include workplace development."

- 5) **The GLA has the assets and a unique role to play** - When considering the work that the GLA is currently doing, several interviewees mentioned that, by expanding and strengthening their networks and lowering barriers to participation, they would be in a strong position to leverage and convene, and ask as a catalyst and platform for funding. Technology was mentioned as a possible facilitator for this.

Civil Society participants

Part of the scope of this research was reaching and ensuring the voices of 'unusual' suspects was being heard, alongside some of the more 'usual' participants, connectors and network organisations.

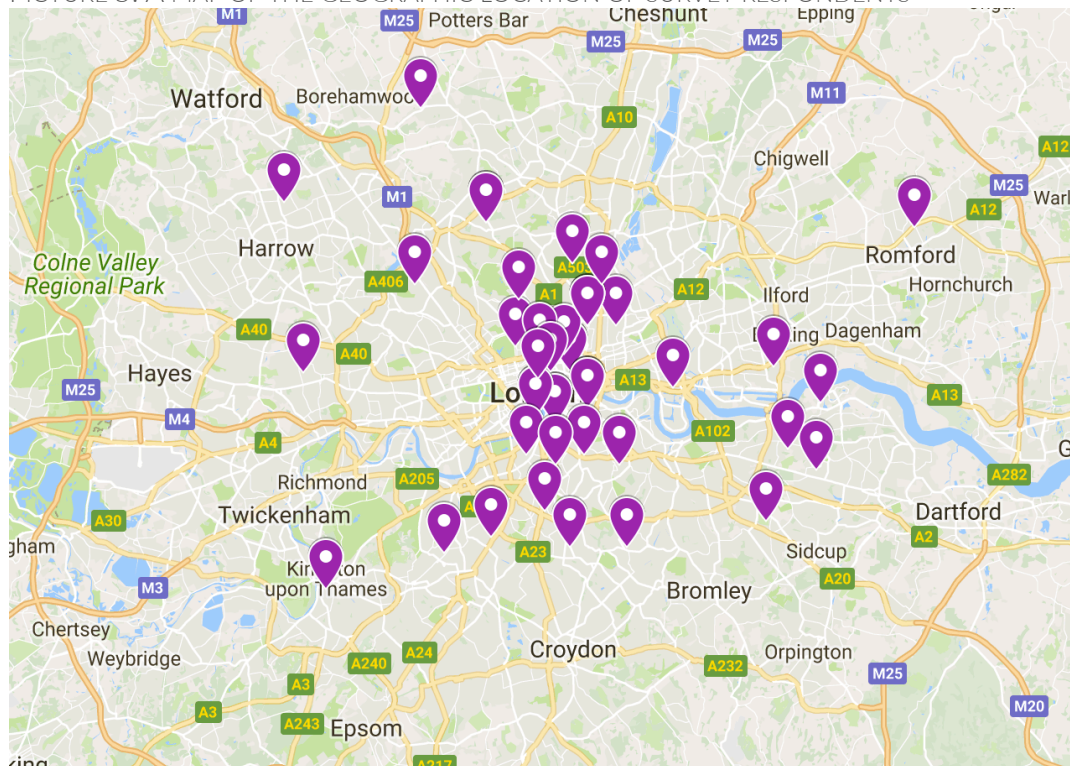
Through this research, we reached a good mix of Civil Society members, with a majority of charities (37), either incorporated or registered, as well as quite a few individuals (12) and community groups (22), a segment of Civil Society which is often overlooked. The chart below highlights the breakdown in number of participants from different areas of Civil Society, across the survey, as well as the interviews and events:

CHART 4: TYPES OF CIVIL SOCIETY REPRESENTATIVES IN THIS PROJECT



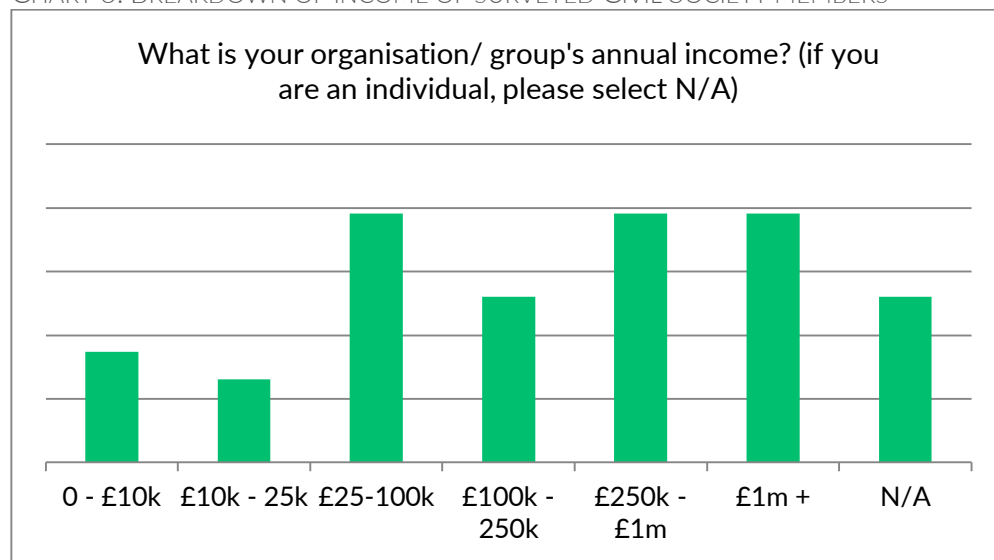
There was also an interesting breakdown in income and geography, although both of those data-sets are restricted to the survey respondents. Picture 4 below highlights the areas in which the different respondents work, and reflects the reality of Civil Society in London: about 70% of those who participated were from the twelve inner-London boroughs. This might be due to the networks we worked through to reach these participants, but is a key consideration when thinking about future work with Civil Society - there is an exercise needed to target the outer-London boroughs.

PICTURE 5: A MAP OF THE GEOGRAPHIC LOCATION OF SURVEY RESPONDENTS



Another determinant of size and scope in Civil Society is the income of the different representatives/ participants. Like the map above, this is only representative of the survey respondents. About 27% of participants at the event tended to be smaller community groups (12 out of the 44), with six citizens/ volunteers/ community organisers; due to there not being represented in the survey data, the results are not fully representative of the opinions expressed in these findings. The chart below highlights the breakdown in income of organisations that participated.

CHART 6: BREAKDOWN OF INCOME OF SURVEYED CIVIL SOCIETY MEMBERS



Key findings from external research

Through the survey, the interviews and the event, we collected 102 responses from Civil Society members. Through that, we sought to understand what Civil Society knew of the GLA, what it hoped that relationship to be like, and the best ways and reasons to engage and involve Civil Society in the future. These findings then helped shape the objectives and options, informed by national and international models, and the needs and interests of London Civil Society.

Perspectives of the GLA

Overall, Civil Society members had a mixed opinion of the current work that the GLA was doing to engage and involve them in practice and policy work. Survey respondents rated the current support and involvement of Civil Society as 2.61 out of 5. Key findings included:

1. Civil Society does not know what the GLA currently does, or has a remit to do with regards to involvement or support.

"We're not too aware of what the GLA actually do to support Civil Society."

“The GLA doesn't mean anything to Londoners - are you talking about the Mayor or the Assembly? You should be clearer about what you do, as we don't know.”

“The GLA is not especially visible. can be difficult for grassroots groups to access”

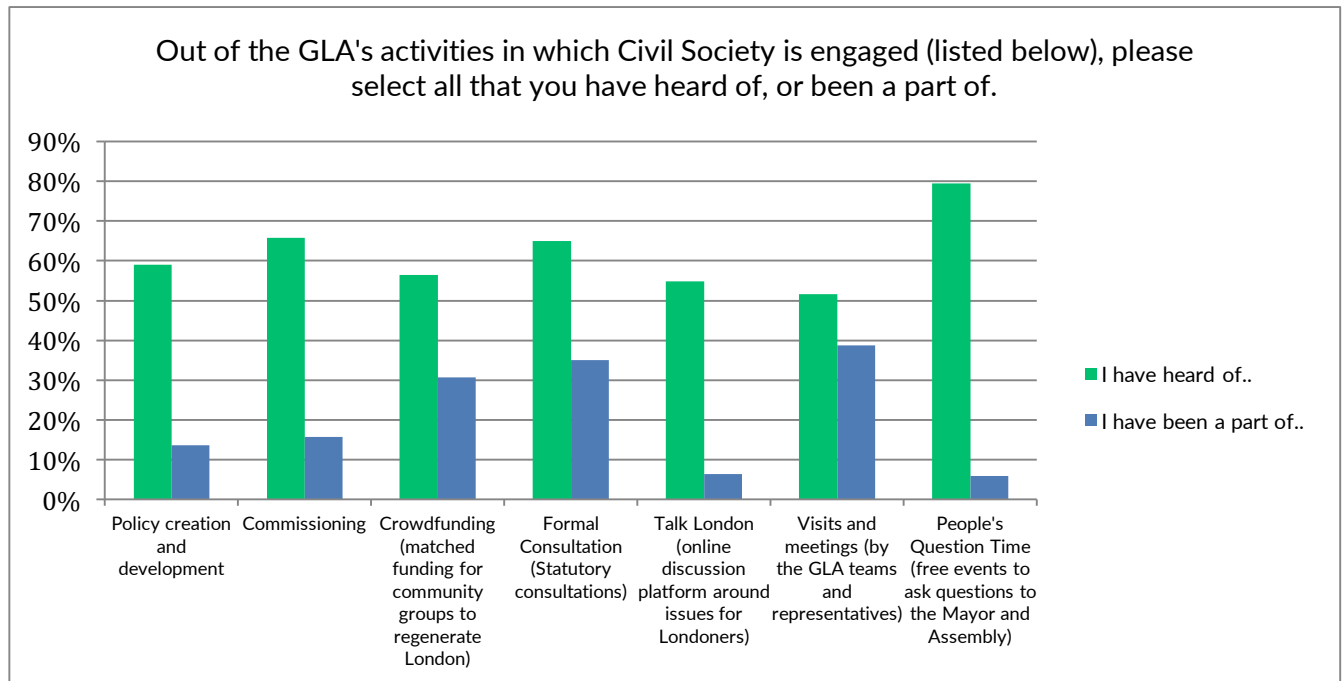
2. There is some good activity, but little communication and a lack of cohesion and transparency makes it hard to be meaningfully involved.

“There is some great activity happening in the Regen team, experimenting with different relationship between the GLA and citizens e.g. via the crowdfunding program. I suspect there are pockets of best practice across the GLA and lots for others to learn from. This shouldn't be limited to one team, but an approach across the organisation.”

3. Most survey respondents had an idea of the engagement mechanisms that the GLA uses to work with Civil Society.

Chart 6 describes the activities that most engage Civil Society currently, with formal consultations and visits and meetings being the top two. This might be linked to the fact that respondents had existing ties to the GLA, which drove their involvement in this research. No respondents provided additional responses when prompted.

CHART 7: PERCENTAGE OF SURVEY RESPONDENTS WHO ARE AWARE OF DIFFERENT METHODS OF ENGAGING WITH THE GLA.



This table represents an interesting mix between what people know of and highlights what seems to work, despite the frustration that many respondents feel about consultations:

“I guess my broad view on it is that probably the GLA does do quite a lot of consultation and engagement, something we as a network body have responded to in the past. Members feel like there is a lot of, too much, consultation that goes on.”

This highlights the need for different methods of engagement. When asked which of these they would most be interested in, 66% of respondents said creating policy as opposed to just engaging in consultation.

Vision for the GLA

As part of this research, we aimed to establish an understanding of what Civil Society’s vision was for GLA support, and specifically, what an ideal relationship might look like. This would help us answer the question of how to engage and on what basis, which helped shape the five objectives.

The vision was for a GLA that:

4. Acts as a convenor;

“There’s a much more important role the GLA can play which is being the convenor of the space, bringing the leaders alongside business community and public sector in London, to think collaboratively about the strategic issues that London grapples with, like affordable housing.”

5. Plays an influencing role;

“It has the potential to set the tone for that relationship, to kind of be clear that City Hall has a lot of soft power, to set strategic direction, to support the communities, to work closely in partnership with our communities, and we want to set out the options for doing that, use the soft power to shape the direction of travel.”

“If you really want Civil Society to move, you need to leverage their relationships and networks as well. The GLA don’t want to intrude on that, but needs to be reminded that the ideal outcome would be a lot of seamless joining up in that regard, along with local business communities.”

“There’s the whole piece around the role of corporates in the community that the GLA could be influencing. We have a good track record with corporates, because at Canary Wharf, because we have created and cultivated those relationships. One of the issues, most challenging, is how do you ensure the sector thrives in the future.”

6. Champions Civil Society;

“There could be a good role for the GLA to focus on to say clearly, we recognise the power of community and wisdom of local people, and to embark on the process of drawing that out, and to do that not in, to have an exercise which does that, knowledge and expertise, and might be some quite straightforward ways.”

“The willingness to articulate the fact that whilst I may not have any real formal power or standing, I absolutely believe that unless there is a healthy and vibrant Civil Society that stands alongside and has the same level of standing as a strong, healthy business community, healthy public sector community, then London is not making the most of their assets.”

7. Collects and shares data;

“Would be really helpful from the GLA, when you get that intelligence, is sharing it with community organisations. Also, I’ve heard about work in Redbridge for example, but it’s all very localised and you won’t learn from it unless you know and hear about it. However it could be helpful for another boroughs, to help them to change their policies.”

“GLA to aim to be as transparent as possible, and create easy access to shared data; Promote the availability of and access to the GLA’s data store - For everyday people, it is difficult to interpret data - can the GLA package and present data in a useable fashion?”

8. Recognises and promotes best practice.

Overall, due to its political, informational and financial resources, and its convening and influencing power, Civil Society sees the GLA playing many roles to strengthen and build their capacity to deliver and input. AS a regional body, the direct role of the GLA is limited, but its reach is one of its biggest assets and can ensure that: there is recognition and shared information; and that sectors begin to mix more proactively around the issues that London faces.

Barriers and enablers to positive collaboration

Civil Society identified both enablers and barriers to establishing a good relationship and healthy communication.

Enablers for a positive, thriving relationship

To establish a positive relationship between the GLA and Civil Society, respondents highlight five enablers:

1. **Building trust on the ground with communities** - participants saw trust and relationship building as one of the first activities which need to happen for any kind of positive, productive relationship to emerge.

I think if the GLA is viewed, can be assumed as some unreachable, bureaucratic org that doesn’t touch the heart of the communities, how do you change that so people don’t feel that that’s a structure they can’t access and speak to and have a say in. How do you change some of the power dynamics, in that it’s much more inclusive? a simple way would be GLA members going into their events, their spaces. I did come across some examples where the GLA members have been invited. But everyone is time

constrained, same with the local organisations. We are able to come to a consultation, but for them it's really hard. To build that trust, it will take the GLA making a proactive effort to go into those communities to build that trust and understanding.

2. **Working with existing structures** - respondents highlighted the need to work not just with infrastructure organisations, but more generally with the existing networks on the ground, both formal and informal. This includes community festivals and events, where there is the opportunity to show recognition and build relationships.

"Do not rely solely on structures such as borough officers, CVSs etc. to reach; engage with networks that support small grass roots groups, and communities of interest, e.g. Inclusion London for small disabled peoples' organisations, HEAR Network pan equality, many other such mechanisms"

"I think it's possible to create highly charged, dynamic places, takes relationship and getting the trust right. The way I'd approach it would be using arts and culture groups, doing something a bit different than going through the CVS. For example, Acton Arts and Artificion do community approaches, 21 do social meetups."

3. **Ensuring accountability** for that engagement and other consultation work - this includes the GLA holding themselves and their teams accountable for purposeful engagement, and ensuring that is clear and co-designed from the outset. It also refers to the need to justify and clarify what happens following engagement - if ideas are not taken up by senior leadership, what is the justification?

"A lot of people have unrealistic expectations of what the GLA and Sadiq can do. There is a tendency not to hold a mirror up to those people. And one of the things that should happen is that mirrors should be held up more."

4. **Involving Civil Society from the start** - participants highlighted the need for Civil Society to be engaged before draft policies have been created. They should be involved in the lead up, at the agenda setting phase.

"Give them the opportunity and mean it, not tokenism after a policy is already developed. Ask them at the beginning how to fix the problem."

"GLA to be engaged with locals from the beginning of the process, and help to pay for it."

5. **Showing both internal and external leadership for the sector** - participants recognised the need for Civil Society to be championed both internally and externally; specifically, to drive culture shifts inside the GLA to enable more space for an open relationship.

"If I was being critical of the GLA, there are not that many senior officer/ leaders, apart from the political leadership, who are brave enough to think outside of their narrowly defined remit, because of what legislation allows them to do."

“The sorts of changes that are necessary are not profound, radical, they are nudges and tweaks and things like that. And mostly they are about changing the mindset of the people in the system.”

Barriers to a positive, thriving relationship

To establish a positive relationship between the GLA and Civil Society, respondents highlight three barriers which need to be addressed:

- **Lack of transparency and communication channels** - participants often referred to the challenge of being consulted and then not hearing anything back for months at a time. This creates disillusionment and damages trust.

66% of surveyed participants think opportunities not transparent enough.

66% of surveyed participants believe that information on policy issues and GLA activities would increase their engagement.

I think that with the nature of this, because it is a political organisation, have limited locus, would be important to have feedback loop so they feel that people feel they are being heard. They can become a way of saying we are talking to the community, without really stating what the influence or impact of that has been.

- **A disjointed narrative and front** - a majority of Civil Society members who participated in this work found meaningful engagement difficult when there is little clarity as to the responsibilities, roles, and remits of different departments and teams. This was a deterrent to participation.

How to join up all of the consultations - so frustrations that Civil Society is being asked to comment in, is there a way of joining it up.

- **Lack of mutual consideration for the time and resource provided** - this refers to a common frustration of Civil Society, which is being viewed as consultees, as a voice, rather than a delivery partner and an independent actor. A majority of those interviewed focused on the inequality propagated by a system which asks Civil Society to provide all consulting for free.

“We feel used for soundbites and tokenistic evaluation”

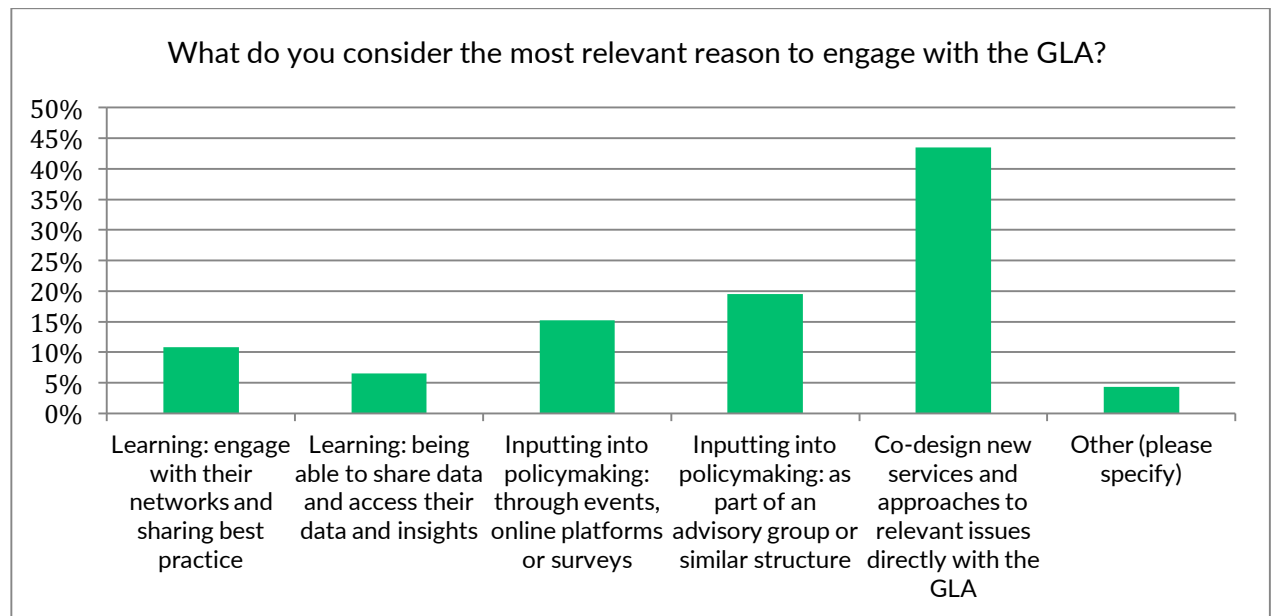
“Approach needs to be ‘human-centric’ - not just presented on-line”

“The only way things can change if it’s a 2 way process”

“It’s still quite a transactional, top-down relationship. It’s getting people’s views on what the GLA is doing, and some of that might inform their decisions, but don’t think it’s a close partnership approach. It’s a decider and consultee rather than equal partners in power.”

The majority of survey respondents also highlighted that their main interest in engaging was around co-developing ideas and solutions, rather than simply imputing into the ongoing work. This is highlighted in Chart 7 below.

CHART 8: PREFERENCE AS TO WHY CIVIL SOCIETY SHOULD ENGAGE WITH THE GLA (IN % OF RESPONDENTS)



How to involve or engage Civil Society?

Within the Terms of Reference, the GLA highlighted three areas of priority. Two of those were directly related to the best ways to engage with Civil Society:

- 1) Increasing the voice of grassroots organisations; and
- 2) Establishing structures and governance models to enable input into policy and practice.

To best identify appropriate approaches to these priority areas, several of the questions and focus areas narrowed in on the question: “how does Civil Society want to be engage, and ultimately, what are the best approaches to do that, for usual and unusual suspects?”.

Types of engagement mechanisms

From the survey, Civil Society respondents identified roundtables as the area of most interest (39%), followed by ‘hack’ events around issue areas (19%). There was very little interest in engaging through online discussion forums, although some interviewees and participants at the event mentioned an interest in having more ownership over policy formulation through digital spaces. In addition, although 54% of those surveyed had heard of the existing platform, Talk London, only 6% had previously taken part. 45% of all surveyed did however show an interest in participating - given the move towards digital, it would be an interesting piece of

research to continue, around the potential for this platform to become something more.

Ideas of activities from Civil Society

As part of this research, we sought out ideas of different activities and structures that Civil Society would be interested in being part of. The below include a range of different ideas which could be considered by the GLA in future efforts as part of this strategy development and implementation.

To recognise good practice

- A forum or discussion with the Mayor or MR, what the biggest issues are. We see a lot, there is so much innovation, but they can't so they share some of that observation, once a year might be interesting.
- A hub that showcases good examples and alternatives.
- An exhibition identifying grassroots orgs that work alongside bigger orgs.
- Run competitions whereby grass roots organisations can share their work and be rewarded.
- Better amplification via communication & marketing channels.
- Have a Civil Society grass roots groups festival or showcase.
- Have awards with tangible rewards, like funding or training.
- Organising VCSE Awards, inviting front line orgs to join networks both physical and digital, sharing learning through case studies and local stories.
- A Team London Award or evening once a year in which the mayor invites Civil Society organisations to share their experience and celebrate the best.
- GLA could have a database that highlights useful projects per borough (across provisions).

To facilitate direct input into policy making, including of grassroots organisations

- The GLA should implement structures that ensure the inclusion of diverse community stakeholders in decision-making and earlier-stage engagement. The engagement with community and voluntary organisations should extend beyond formal consultation into regular working relationships, sharing insights and opportunities, and creating together. The GLA should consider identifying membership organisations as partners for regular ongoing interactions, to avoid creating new structures.
- Setting up local groups who could send a representative to a pan London forum.
- Large conferences with digital engagement opportunities/more interaction with the Mayor vs him attending events, quality time with him or advisors in the community.
- Genuine structured forums with some power and influence and budgets, genuinely involving all levels of Civil Society, not tokenistic, structured around issues or topics relevant to members of those forums.
- A committee of leaders in Civil Society meeting at City Hall to discuss issues and think of solutions – that the GLA would then take forward.
- Forums, roundtables that bring together small community groups with larger orgs and the GLA so that it is not only the voices, opinions and experiences of the usual suspects that influence direction and decisions

- A have some regular structures and meetings, rather than ad-hoc meetings when something comes up.

Appendix 4: Consulted Civil Society

The following is a list of all organisations who participated in the research. This does not include those who chose to remain anonymous.

- 15 Londoners
- 20 anonymous (survey)
- Access UK
- ActionDog Ltd
- Age of No Retirement
- Beersheba Living Well
- Bootstrap Company
- Brunel University
- Cambridge House
- Catch 22
- Centre for London
- Civil Society Futures
- Common Resource
- Communities for Youth Action
- Community Food Growers Network
- Community Links
- Cricklewood Library
- Domestic Violence Intervention Project
- East End Trades Guild
- Evergreen Play Association Ltd.
- Father Nature
- Forum's System Innovation Lab
- Free Representation Unit
- Hackney Allotment Society
- Hackney Community Law Centre
- Hackney CVS
- Hackney Disability BackUp
- Hackney iCare
- Hackney Pirates
- Hackney Play Association
- Healthwatch Barnet
- Healthwatch Hackney
- Hibiscus Dance Group
- Human Rights and Equalities Network
- Jewish Volunteers Network
- Khulisa
- Locality
- London Beekeeper's Association
- London Forum of Amenities and Civic Societies
- London Youth
- LVSC
- Made Up Collective
- Middle Park Playscheme
- Migrants Rights Network
- Newspeak House
- North London Cares
- One Westminster
- Outlandish
- Peckham Vision
- Punch and Juicy
- Scouts
- Social Action for Health
- Social Engine
- Social Reporter
- Spice Time Credits
- The Community Brain
- The Law Centers Network
- The Runnymede Trust
- Things Made Public
- Toynbee Hall
- Trust for London
- University of Westminster
- Well Street Market
- What If
- Wimbletech
- Women's Resource Center

Appendix 5: Other practical options to consider (and rankings)

OBJECTIVES	OPTIONS	RANKINGS					
		Feasibility	Impact potential	Risk	Total	% of interest	
Objective one: A networked Civil Society							
Facilitating better connections across a network of civil society organisations, building bottom-up movements for change and support.	1	Run events, bridging sectors, but focused around issue areas/ areas of interest, to co-define challenges and needs. <i>Purpose: sharing learning and experience, and establishing networks of common interest and focus.</i>	4	1	4	9	75%
	2	Run events, bridging sectors, to 'hack' pre-determined issues and identify solutions. <i>Purpose: building on existing knowledge to identify co-designed solutions, and driving action around those solutions.</i>	4	3	3	10	83%
	3	Support and provide spaces and opportunities for initiatives which already focus on mapping for communities and cities. This could include JustMap (an ongoing collaborative map of London based on public workshops)	1	1	1	3	25%

		<i>Purpose: strengthening existing networks and providing a space for Civil Society to work together to identify and resolve their needs.</i>							
4		Host/ support mechanisms for collaboration (collaboration houses, hubs, etc.) in a pro-active manner, either by funding them, or by enabling clear communication channels to emerge and influence policy and practice. <i>Purpose: sharing connections, contacts and resources and enabling an innovative collaborative environment</i>	3	4	3	10	83%		
QW1		Allow organisations and members of Civil Society to use City Hall space to discuss relevant topics around policy areas and existing consultations.	4	2	4	10	83%		
QW2		Establish online groups for Civil Society that are already involved with the GLA, across departments or consultations.	2	1	3	6	50%		

Objective two: A recognised Civil Society							
Championing the value, the voice and needs of civil society voices across sectors, geographies and issue areas.	5	Pursue a communications plan focused on championing the sector. This could cover the role of Civil Society in London, especially the 'unusual' suspects. <i>Purpose: establish Civil Society as a key player in the London ecology</i>	8	7	6	21	88%

6	Co-develop internal frameworks for the GLA to ensure and inform good practice in engagement and involvement with Civil Society across consultation and practice. <i>Purpose: start shifting culturally to ensure that voices are reflected in a cohesive, transparent way across teams and activities.</i>	8	6	8	22	92%
7	Fund research to examine the contribution of Civil Society to London. This could include a view of both the economic justification and the social implications of Civil Society actions. <i>Purpose: support the justification of the sector by exploring the economic value, and drive evidence of social impact in the sector, to support lobbying efforts and a stronger society.</i>	7	4	4	15	63%
9	Establish a programme of work to improve dialogue with local authorities specifically around Civil Society. This could start with convening local authorities and sharing of best practice and evolve into a shared vision of Civil Society support, shifting practice locally. <i>Purpose: establish best practice and good ways of working to facilitate local support of Civil Society.</i>	7	4	8	19	79%
11	Hold internal celebration events with GLA staff and the members of Civil Society that they work with. This could be a way of showing appreciation and recognition internally, e.g. a summer drinks party <i>Purpose: establish a better sense of coherence and team working, and engage civil society in a way that shows on-going commitment.</i>	6	7	5	18	75%

	QW3	Make a statement publically and in the existing forums about the importance of Civil Society, and the need to draw on and support them	7	7	6	20	83%
--	-----	--	---	---	---	----	-----

Objective three: An informed Civil Society

Supporting easy access to information and data about the resources, assets and activities of the GLA and wider civil society and the needs and issues of citizens	12	Create a guide, address book, or online navigation which identifies the right people and right departments to reach out to based on the needs of Civil Society. <i>Purpose: a more informed Civil Society that focuses its efforts to effect change in the right, productive direction; mitigated criticisms against the GLA's lack of transparency.</i>	2.5	1.5	3	7	29%
	13	As part of the new data role at the GLA, explore the development of an open-sourced Data Store, which can be updated and informed directly by people on the ground, with real-time data. This could also start looking at co-designing 'moments' where transitions are noted both in need and in solutions, to identify key levers for change. <i>Purpose: share ownership of London's data, enabling Civil Society to provide real-time information.</i>	7	8	3	18	75%
	14	Organise regular data sharing events – e.g. data is collected and analysed, and shared with communities, giving a chance for ideas to be generated in response. <i>Purpose: establish a clear understanding of what data would best serve the needs of Civil Society, and support the creation of solutions built on the knowledge gained.</i>	5	7	5	17	71%
	QW4	Add Civil Society as a category in the London Data store and seek out contributions, for example by	8	7	7	22	92%

		having a call for information around specific topics.						
	QW6	Increase Civil Society representation across the departments, for example, having spots open for Civil Society leaders to participate in some internal meetings around CS involvement.	5	3	6	14	58%	
	QW7	Run 'How does London work' events in boroughs, focused on different topics and Civil Society group and explaining the GLA's systems and processes (i.e. accessing funding, being involve in consultation, etc.)	6	2	5	13	54%	

Objective four: An improving Civil Society								
Driving continuous improvement by showcasing, and supporting the recognition of good practice and innovation and providing a safe space for sharing of failure.	15	Promote good practice with Civil Society across boroughs - Similar to the Competition for London Boroughs of Culture. <i>Purpose: incentivise boroughs to support on Civil Society.</i>	2	2	1	5	42%	
	16	Establish a series of grassroots good practice events around themes or topics, where groups can come and present their 'good practice', or be submitted by their local community. <i>Purpose: provide an opportunity for grassroots organisations to share their work and learn from one another, whilst being recognised for it.</i>	4	3	3	10	83%	

17	Develop an open-sourced catalogue of support for Civil Society, including accelerators, incubators, capacity building services, etc. Begin building relationships to help establish the links between providers and underserved groups. <i>Purpose: offer a database/ catalogue of support options for people to populate, update, and seek support from.</i>	2	2	1	5	42%
18	Create a standard of best practice or volunteer charter, to ensure positive treatment, and offer a space (most likely online), for discussion and resolution of challenges linked to mistreatment of volunteers. <i>Purpose: with civil society being mainly volunteers, this can provide a safe space, whilst also holding Civil Society to account for their treatment.</i>	2	1	1	4	33%
19	Promote community events and festivals when they occur, leverage networks to ensure coverage or attendance by relevant business, press, funders, etc. <i>Purpose: increase the visibility of smaller Civil Society organisations.</i>	4	1	4	9	75%
20	Hold an annual or bi-annual forum to bring in international representatives around Civil Society, to showcase London's Civil Society and learn from international good practice and innovation. <i>Purpose: showcase London's Civil Society and learn from international good practice and innovation.</i>	4	3	3	10	83%
QW9	Run an online weekly or monthly campaign to recognise a Civil Society member; have a page about them and a link on the front page. These could be based on recommendations or voting.	4	2	2	8	67%

Objective five: An involved Civil Society							
Establishing new ways of working with and beyond existing structures for civil society actors to input and deliver on policy and commissioning practice across London.	21	Alter the current approach to consultations and commissioning - involve Civil Society at earlier stages, before anything is drafted, sharing the opportunity to set the agenda. <i>Purpose: ensure that the agenda set is aligned to the needs and perspectives of Civil Society.</i>	5	7	3.5	15.5	65%
	22	Be present on the ground in communities more regularly. This could be by holding any events there, as opposed to at City Hall, or ensuring that a member of the CS/ Community team in each department has that face-to-face interaction regularly. <i>Purpose: develop trust and build relationships with the community for a more productive and beneficial dialogue.</i>	5	6	7	18	75%
	23	Work with infrastructure and network organisations. Use them to connect with their constituents, to avoid duplication. Establish a partnership model. <i>Purpose: access networks more actively, ensuring there is no duplication of effort and more focused involvement.</i>	7	5	5	17	71%
	24	Map key leaders in London who have strong relationships with Civil Society, and develop small working groups to determine what systems stewardship looks like in London and the role of the GLA. <i>Purpose: ensure all voices are heard, not just those that are part of an existing structure.</i>	6	5	6	17	71%

25	Co-develop a quality mark for commissioning and consulting with local authorities, Civil society and the GLA departments. Identify what good looks like together with key stakeholders and ensure that this becomes a requirement for commissioning or consulting, <i>Purpose: building a mutually agreed set of principles for commissioning and consulting which can help guide action with civil society, addressing any existing challenges, and ultimately work towards an improved relationship and way of working together.</i>	5	7	5	17	71%
QW10	Create one-pagers for each consultation which describes the why, when, how and what of the strategies, in clear, accessible language outlining the ask and purpose.	8	5	6	19	79%
QW11	In the lead-up to consultations and events, work with Civil Society to co-design the agenda and aims.	8	6	5	19	79%

Appendix 6: GLA Context

Remit and powers

The GLA has a considerable impact on the way London works – some through direct statutory powers, and some through subtler methods of influencing and relationship. Both are important and are leveraged in different ways in different arenas. Compared with other major global cities, the division of statutory powers across the public bodies in London is fairly singular and means that where executive responsibilities do not exist, the value and power of relationships becomes ever more important.

The Mayor has executive powers over transport, housing, planning, economic development, policing and emergencies and is required to produce a number of strategies³:

- Transport Strategy
- Spatial Development Strategy (The London Plan)
- Economic Development Strategy
- Housing Strategy
- Environment Strategy (Climate Change Mitigation and Energy Strategy, Waste Management Strategy, Air Quality Strategy, Climate Change Adaptation Strategy)
- Cultural Strategy
- Health Inequalities Strategy

The strategies set the course for the whole of London and its public bodies (not only the GLA) and the Mayor has funding and service provision responsibilities in each⁴. However, the balance of funding and service responsibilities between the GLA and other Public Service bodies in London is not the same across the different strategies; in those where there are no executive powers, such as in the Health Inequalities Strategy, the GLA cannot ‘direct’ other public bodies in their activities. Regardless of these considerations, both statutory and non-statutory strategies hold significant influence on cross-cutting policy issues, the way services and initiatives are delivered across the city and on the wider practice and behaviours of business, the public sector and Civil Society.

It is worth reflecting that the areas where the GLA has responsibility to set strategy are policy areas which underpin deep structural (in)equalities – either driving or driving against them. We know only too well the impact that housing policy has on citizens and civil society after the Grenfell tragedy and ensuing response by Local Authorities across the capital (and the UK). We know too that economic policy sets the stage for places which either create and stimulate inclusive growth, with and for all citizens – or

³ as stated in the GLA Act of 1999, 2007, and the Localism Act of 2011.

⁴ <http://researchbriefings.files.parliament.uk/documents/SN05817/SN05817.pdf>

puts financial return above community interest. These are difficult nuanced issues where balance is required. Ensuring Civil Society and wider citizens are engaged as equal stakeholders with Land Developers and other business interests will be key if the Mayor is to realise his vision of 'A City for all Londoners'.

The relationship between the GLA and other public bodies in London – particularly the 32 London Boroughs and Health and Wellbeing Boards (33 with the City of London) – differs across different strategies and departments. London Councils, as the representative body of the London Boroughs and host of a number of pan-London bodies, networks and Boards (some with shared governance arrangements, for example the London Health Board) has an important intermediary role between the GLA and Boroughs.

Relationship with the boroughs

Team London attends the borough grants officer group at London Councils, for officers concerned with the commissioning of the third sector, predominately around CVS and volunteer centres. In addition, they have convened a meeting (with London Funders) and borough grants/third sector contacts to talk about the Way Ahead, which many attended – and all were keen to be able to network more with each other and with the GLA.

Other approaches and interactions include:

- Social policy teams tend to work with London Councils as a strategic partner in different settings (e.g. immigration policy) and attend London Councils events to develop relationships.
- There is a formal engagement mechanism that the Mayor has with the London Councils Exec, where they meet every other month.
- Some officers hold relationships with individual councils which are project specific.

Health:

For the health teams, the main Borough liaison points are:

- Association of London Directors of Children's Services (ALDCS) (meetings hosted by London Councils)
- London Education Officer Group (LEOG) - for LEOG, it's co-convened by GLA, London Councils/ALDCS and the DfE. The next, spring term meeting will be GLA chaired and convened.
- Heads of Early Years Network (termly meeting hosted by London Councils of all the Heads of Early Years)
- Young Peoples Education and Skills Board (YPES) (again hosted by London Councils)
- Borough Leaving Care Councils

In other cases they have direct relationships with boroughs – for example where we have contracts with them to deliver Schools Excellence Fund subject knowledge hubs (Camden for example).

The Mayoral priorities, 'A City for all Londoners'⁵, published in 2016 offer a number of powerful potential starting points for renewing engagement with Civil Society to shift outcomes for people, place and planet:

- Accommodating growth – protect land used for employment across the city; intensify housing development around stations and well-connected town centres with focus on more mixed-use development; support infrastructure (physical, economic, social) to deliver fair growth.
- Housing – promote housing being built on public-sector land; offer a variety of affordable housing types (working towards a target of 50 % of new homes in the capital being affordable).
- Economy – work to keep London a world leader in business and aim to increase opportunities for people of all backgrounds; protect and encourage small business activity.
- Environment, transport and public space – improve air quality by introducing measures for cleaner and efficient energy production and use; promote cycling and walking for 'Healthy Streets' and protect cultural heritage for a better quality of life
- A City for All Londoners – addressing inequalities and tackling discrimination and disadvantage for vulnerable groups such as BAME, disabled, or LGBT+ communities, as well as women and young people from low-income families

Civil Society team at the GLA

The Deputy Mayor for Social Integration, Social Mobility and Community Engagement, Mathew Ryder, has ultimate political responsibility for ensuring stronger engagement with civil society. Julia Slay, as Assistant Director for Communities and Social Policy at the GLA will retain operational oversight. This Directorate oversees the volunteering scheme, Team London and will be home to the newly recruited officers who will be responsible for ensuring quality civil society and community engagement across the GLA. It is this team who will pick up the work initiated through this process, and continue to drive towards a co-produced Civil Society Strategy for London. This newly established team will be responding to challenges, making sure internal issues and barriers are addressed and will be the primary source of support as internal teams look to connect with Civil Society, brokering relationships and providing guidance and sharing learning on skills and practice.

Across other GLA Directorates, including Regeneration, Housing, Education, Culture, Environment, and more besides, there are differing approaches and requirements for engaging Civil Society with many successful approaches in action. With the creation of this resource in the shape of new team members to support and drive improvement in how the GLA works with Civil Society, there is a real opportunity for sharing and celebrating good practice and learning among GLA colleagues.

⁵ https://www.london.gov.uk/sites/default/files/city_for_all_londoners_nov_2016.pdf

Existing activity

The GLA delivers a plethora of activities across the organisation to engage Civil Society for a number of purposes;

- To offer support for and championing the value of Civil Society (through grants, crowdfunding and prizes; and through Team London)
- To provide insight into the needs of Londoners to improve support (through primarily the London Datastore)
- To shape (and deliver) a range of exec and non-exec strategies (through relationships, events, consultations and specific initiatives)

Forms of engagement range from informal, mass engagement through social media, campaigns and in particular the Talk London platform, through to formal mechanisms such as the Mayor's Question Time, committee meetings of the London Assembly and consultations on strategy. Some engagement activities are pertinent to citizens, communities and Civil Society organisations, while other structures and relationships (formal and informal) exist to involve organisations. These include;

- Structures and bodies relating to specific policy areas (such as the London Health Board, London Strategic Migration Partnership, Older People Forum)
- Initiatives and programmes (Schools for Success, Team London, Community Housing Hub)
- Events and co-design engagement (the Mayor's Education Conference, hackathons, roundtables)
- Funds and prizes (London Borough of Culture, London Schools Excellence Fund, grants and crowdfunding)

Some initiatives of note, which provide a flavour of the activity of the GLA in supporting Civil Society include;

The Regeneration Team work to encourage and shape growth in London's town centres, economic centres and high streets. They manage regeneration funds on behalf of the Mayor and the London Enterprise Panel. They also conduct research and evaluations to make sure that these investments are made effectively.

Thrive LDN is a citywide movement to improve the mental health and wellbeing of all Londoners. It is supported by the Mayor of London and led by the London Health Board. During 2016/17, London leaders from Greater London Authority, London Councils, the NHS and Public Health convened a process for Londoners, experts, academics, clinicians, charity and business leaders (who now retain oversight of the initiative) to develop aspirations and actions for London which support better mental health. In July 2017, these aspirations were published in *Thrive LDN: towards happier, healthier lives* in conjunction with the launch of the *Are we OK London?* campaign to encourage Londoners to talk about mental health and wellbeing. The campaign is still ongoing, but to date (3 July to 3 September) has generated 30,000 interactions and achieved a reach of over 12.5 million. It works with civil society to deliver a range of projects that aim to make London

- A city where individuals and communities take the lead
- A city free from mental health stigma and discrimination
- A city that maximises the potential of children and young people
- A city with a happy, healthy and productive workforce
- A city with services that are there when, and where needed
- A zero suicide city

Why this is of interest: This programme demonstrates how the GLA can act as a powerful convenor and systems leader, enabling and supporting actions by other institutions and crucially, movements by citizens alongside a number of other system leaders (in this instance, through the Thrive LDN oversight group and wider Health Board). It plays to some of the GLA's significant strengths; convening and mobilising, collaborative leadership, brand recognition and reach.

The Community Housing Hub is an initiative which will offer support to Londoners and community groups who want to build homes in the capital themselves. The Hub will provide community housing groups, including Community Land Trusts (CLT), with technical support as well advice on accessing funding and land. The GLA is providing £250,000 in funding for the Hub, which follows the award of a £500,000 grant to Naked House, a Community Land Trust delivering affordable housing in Enfield. Though the role of the GLA will primarily be one of facilitator and enabler of the initiative, encouraging the effective use of resource across London Boroughs, the Mayor has nonetheless made it clear that he is prepared to use City Hall's statutory powers where necessary to secure land for new and affordable homes.⁶

Why this is of interest: While the financial support offered is important, the real power of this initiative lies in the broader assets offered by the GLA – namely time, knowledge and networks of staff. The team has developed a successful way of working as a connector of a range of key stakeholders – including funders and investors, community housing groups and CLTs and wider Civil Society. They also act as an interface between these external stakeholders and colleagues across Directorates at the GLA, utilising their respective knowledge and connections to leverage impact. The team spends much of their time in externally facing activities, including brokering relationships through delivering events, roundtables and through regular informal conversations with people across the sector – all with a view to supporting sustainability in the longer term. As with ThriveLDN, the role of the Mayor in supporting the launch of the Hub has provided important profile and push to the initiative.

⁶ . <https://www.london.gov.uk/press-releases/mayoral/mayor-launches-housing-strategy-for-london>