

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD2192

Title: Social Integration Programmes 2017 – 18

Executive Summary:

The Mayor has identified social integration as one of his major priorities. He is committed to ensuring that London is a city where all citizens can lead interconnected lives. This decision relates to four new programmes to promote social integration, which are:

- A Social Integration Innovation Fund to promote social integration among Londoners from diverse backgrounds.
- A Workforce Integration Network to improve access to employment for groups that are significantly under-represented in London's workforce.
- A Social Integration Design Lab and Data Standard for London to embed common principles of social integration across London's public services.
- A range of pilot programmes to test new ways of delivering ESOL.

Expenditure on these programmes will, if approved, total £420,000 in 2017/18, noting this relates to three of the four programmes. The Design Lab and Data Standard work does not have spending implications for this year: it will rely on the time of existing officers only.

Decision:

That the Mayor approves expenditure of up to £420,000 in 2017/18 to promote social integration in London, as follows:

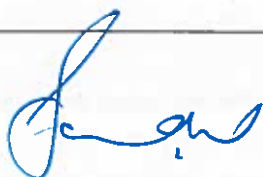
- The Social Integration Innovation Fund – £260,000;
- Workforce Integration Network – £60,000;
- ESOL Plus – £100,000.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision, and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:

27/11/17

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

- 1.1 This decision seeks approval for a maximum expenditure of £420,000 in 2017/18 for new programmes that will promote social integration in London, which will be managed by officers in the Communities and Social Policy Unit. These programmes have been developed through a comprehensive analysis of relevant evidence, national and international policy thinking, and extensive community and stakeholder engagement. They represent some of the areas where the Mayor and the GLA's work on social integration can have the biggest impact, and are designed to complement existing work underway across London that is led by other statutory and non-statutory partners. Specific public facing titles for these programmes will be agreed as they move into development.
- 1.2 A breakdown of expenditure is summarised in the table below.

Social Integration Innovation Fund	£260,000
Workforce Integration Network	£60,000
London's Social Integration Design Lab and Data Standard (officer time only in 2017/18)	£0
ESOL Plus	£100,000
Total	£420,000

Social Integration Innovation Fund

- 1.3 The Social Integration Innovation Fund will support innovative projects that help diverse families to build relationships and support each other through the provision of small grants. Studies find that having a child is a crucial transition moment in life, during which people are more open to mixing with others from different backgrounds, and yet this opportunity is too often missed. Changing this is vital for better social integration in London.
- 1.4 The Fund would be launched in February 2018. Bids would be encouraged from parents, local community groups, early years providers and others who want to promote greater social integration with parents and families. The Fund will support between five and ten innovations in the first year, and will, subject to approval, continue for a further two years in 2018/19 and 2019/20. Further decision forms will be bought forward as necessary to approve spend in future years.
- 1.5 The Fund will support work that enables parents and families from diverse backgrounds to come together in informal settings, such as ante/post-natal networks, parent support groups, or playgroups. The Communities and Social Policy team will work closely with Education and Youth, and Health, to ensure the Fund complements the Early Years Hubs and the Health Early Years Programme. The Fund will be evaluated by an external evaluator.

Workforce Integration Network (WIN)

- 1.6 This initiative will improve access to employment and workforce integration for young black men. In London, the employment rate for young black men is just 71 per cent, compared with 85 per cent for young white men.¹ For this to change, employers need to be more aware of the problem and what they can do about it. This programme will shine a spotlight on the issue, commission external

¹ Office for National Statistics, 2017

research to fill data gaps, and build a network of peer ambassadors among young black Londoners already employed in key sectors.

- 1.7 Work in 2017/18 will include research to improve the quality of the data on sector-specific black, Asian, and minority ethnic (BAME) employment rates, and to draw together good practice case studies on workforce integration for under-represented groups. There will also be two events launching a network of peer ambassadors, alongside some initial employer engagement.
- 1.8 This research will inform further engagement in 2018/19 with employers and businesses from key growth sectors with low inclusion of young black men and other BAME groups, and expansion of an ambassadors' programme. This activity will be subject to approval via a decision form in 2018/19.

London's Social Integration Design Lab and Data Standard

- 1.9 The GLA holds a strategic position as London's regional authority which it can make use of to coordinate London-wide approaches to social integration. In particular, there is a real need for better London-wide data on social integration to feed into better measurement, and an opportunity to make better use of public service delivery across the city to support social mixing and active citizenship.
- 1.10 This programme will begin new work with London boroughs to design a common approach to social integration that can be embedded in London's statutory agencies and their partners. It would have three strands of work:
- Operational partnerships with boroughs to collect data on social integration;
 - A Design Lab to embed common principles of social integration into the design of local public services; and
 - Cross-GLA work to ensure that social integration is part of every aspect of the Mayor's work.
- 1.11 In 2017/18 no expenditure will be incurred, but officers will begin working closely with London Councils and boroughs to establish an operational partnership for data collection and the team will begin developing the specification for the Design Lab, which will be funded and delivered in 2018/19, and subject to separate MD approval. The estimated cost over two years is £60,000.

ESOL Plus

- 1.12 Lack of English language is a key barrier to social integration. English language training is also an opportunity for social integration. In 2017/18 officers will pilot new ways of delivering English for Speakers of Other Languages (ESOL) that focus on social integration outcomes and will ensure that Londoners can share a common language by increasing the availability, accessibility and suitability of English language classes.
- 1.13 In 2017/18 the following activities will be funded as pilots:
- Working with and incentivising more organisations to offer ESOL, diversifying supply and involving schools, businesses and community groups in delivery. £15,000 will fund a 'proof of concept' ESOL pilot with one high-profile employer in a key sector employing high numbers of migrants with low-level English skills, to use as a business case and share the learning with other employers in that sector.
 - Addressing gaps for particular groups as identified by GLA research - including learners with low literacy, caring responsibilities, and disabilities - that create barriers to accessing ESOL provision. A budget of £85,000 will fund pilots that meet identified gaps in ESOL provision and promote social integration outcomes. This funding will pilot and evaluate opportunities with existing providers, organisations or community groups establishing a model that better meets the needs

of those with poor literacy or little experience of formal education, and testing intergenerational ESOL.

- Testing new models of voluntary support to boost access to informal provision and gain wider community benefits. This could include engaging Teach First ambassadors as English language mentors and working with Team London to develop intergenerational ESOL provision.

2. Objectives and expected outcomes

Social Integration Innovation Fund

2.1 The Innovation Fund will fund innovations that support parents and carers to form diverse relationships in key transitions (e.g. having children, children starting school), extend and diversify networks of families, help deepen relationships in contexts where diverse families are already mixing, and see families coming together around common purposes (e.g. advocating to improve the local park, developing a parent-led activity group for families). Innovations could be entirely new ideas, involve applying an existing initiative to a new context, or taking work from other locations and applying it to the distinct context of London.

2.2 Expected outcomes from this work:

- A series of innovations which support the social integration of families and their wider communities are developed and embedded in London;
- Evidence from these innovations is collated so that a wider network of providers and organisations can learn from the best evidence-based approaches to social integration;
- The establishment of social integration initiatives in family services and support networks across London that lead to:
 - More diverse and mixed social networks for families;
 - Improved social mobility and wellbeing outcomes for children;
 - Less parental isolation;
 - More connected communities.
- Outputs from the programme in 2017/18 will include up to five workshops, ten local projects and an evaluation report documenting learnings from the programme.

Objective	Activity	Timeframe	Budget
To develop the Fund themes through engagement with families and parents.	Workshops and co-design activity with parents and families. An external organisation would be procured to facilitate workshops and engagement activity.	December / January 2018	£20,000
Develop innovative approaches to bringing together parents and families from diverse backgrounds.	Grant fund up to ten projects to bring together parents and families from different backgrounds. Process to include expressions of interest followed by interviews. Due diligence will be completed on all successful bids and grant agreements will be put in place. A steering group bringing together successful providers, parents and social integration experts will support learning and continuous improvement.	March 2018	£215,000

To gather learning and insight into the impact of the fund on social integration.	Procure an evaluation partner for year one of the fund. A specification for the evaluation will be drafted, and expressions of interest invited, followed by interviews.	January 2018	£25,000
Total	-	-	£260,000

Workforce Integration Network

2.3 Expected outcomes from this work in 2017/18 are:

- Greater awareness among employers of the barriers facing specific groups of Londoners (young black men in particular) and the benefits to them employing a diverse workforce.
- Better understanding within the GLA of the challenges and opportunities for workforce integration of under-represented groups.
- Improved employment participation and integration outcomes for under-represented groups.
- Outputs from this work in 2017/18 will include two events and a research report.

Objective	Activity	Timeframe	Budget
Championing young black men already in employment in key sectors where this group is under-represented.	Convening a group that could act as advocates among their peers (peer ambassadors) as well as to employers, initially through an event in March 2018.	February / March 2018	£5,000
Improve the quality of data on sector specific BAME employment rates and best practice.	Funding research to: 1) Survey key employment sectors around the sector-specific inclusion of young black men to improve the data, and 2) Identify and understand good practice in workforce integration through interview research with key organisations working in the space	March 2018	£50,000
Raise awareness among employers about the particular barriers faced by young black men in key sectors.	Events convening employers from key sectors, focusing on construction and digital/tech. The events would focus on how to increase employment rates for young black men.	January 2018	£5,000
Total	-	-	£60,000

London's Social Integration Design Lab and Data Standard

2.4 This is a programme of work with London boroughs to design a common approach to social integration that can be embedded in London's statutory agencies and their partners. There will be no expenditure on this workstream in 2017/18. Activity in 2017/18 would involve officer led activity to convene London Borough Councils at officer level to develop:

- A shared definition of social integration, raising awareness of what the Mayor's vision for London is.

- An audit of existing data collection on social integration: for example, understanding which councils already use a residents' survey or hold service data that could contribute to social integration measures.
- A common data collection approach for shared social integration measures.

2.5 This work will provide the foundation the launch of the London Social Integration Design Lab in 2018 which will support interested councils with their own social integration projects, and engage them in a year-long programme of embedding social integration principles into local services.

2.6 Expected outcomes from this work are:

- Better quality data on social integration.
- Improved consistency of data collection across London boroughs.
- Boroughs and other statutory partners are engaged in the Mayor's social integration work and their work is championed.
- More local services are designed to improve social integration.
- Consistency in the approach to embedding social integration within the GLA.

ESOL Plus

2.7 This work will pilot new ways of delivering English for Speakers of Other Languages (ESOL) that focus on social integration outcomes and will ensure that Londoners can share a common language by increasing the availability, accessibility and suitability of English language training.

2.8 Expected outcomes from work in 2017/18

- Increased numbers of employers offering ESOL to staff.
- Increased participation in providing informal ESOL from organisations and community groups, including schools, and teaching communities.
- Increased community-led activity offering informal English language support.
- Improved English language proficiency for Londoners.

Objective	Activity	Timeframe	Budget
Demonstrate the business benefits of workplace ESOL and encourage a greater diversity of ESOL provision. Identify new investment in ESOL.	Run a 'proof of concept' ESOL pilot with one high-profile employer in a key sector employing high numbers of migrants with low-level English skills. The GLA would provide match-funding to one employer willing to start hosting ESOL classes for their employees and part fund an evaluation demonstrating the benefits for the employer. A partner will be identified through a competitive grant award process, with expressions of interest followed by interviews.	February / March 2018	£15,000
Increase attendance of formal and informal learning opportunities. Address practical barriers to accessing ESOL learning.	Pilot and evaluate two ESOL initiatives that meet identified gaps in provision and accessibility, for example by working with existing providers to combine ESOL and employment preparation.	March 2018	£85,000

	Pilot projects will be grant funded through an open call for expressions of interest, followed by interviews.		
Diversify the supply of ESOL provision. Involve community groups in the delivery of ESOL.	Scoping new models of voluntary support to boost access to informal provision and gain wider community benefits e.g. by engaging Team London volunteers.	March 2018	N/A
Total	-	-	£100,000

3. Equality comments

- 3.1 Under Section 149 of the Equality Act 2010, as a public authority, the Mayor of London must have 'due regard' of the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not.
- 3.2 Equality, integration and inclusion are the drivers behind this programme. Tackling disadvantage and discrimination is a central part of these programmes on social integration. The programmes on workforce integration and ESOL are specifically designed to overcome the additional barriers that some groups face to social integration (in this case race, and English language proficiency).
- 3.3 The Social Integration Innovation Fund will make the inclusion of disadvantaged and excluded groups a key criteria for awarding funding to a project.

4. Other considerations

Risk register

Risk Description	Mitigation	Current probability (1-4)	Current impact (1-4)	RAG	GLA Risk Owner
Financial mismanagement of any funding provided by the GLA to partners involved in the programmes outlined above.	The GLA will conduct due diligence on all partners, appropriate funding agreements will be in place before funding agreements are signed.	1	4	G	Social Integration Team
The timescale for delivering the work this financial year is tight and there are dependencies on internal and external stakeholders	The team will alert internal and external stakeholders to the timescales and team resources will be allocated to prioritise delivery of this work.	2	4	A	Social Integration Team

Social Integration Innovation Fund: pilots working with children will require safeguarding checks on funded projects.	CSP will include safeguarding as part of its assessment criteria when projects are applying to the fund.	2	4	A	Social Integration Team
Workforce Integration Network: Risk that this appears targeted towards one group when others also face barriers to employment and integration.	Strong evidence base to focus the initial work with young black men, and there is a gap in national work (e.g. Disability Confident) to tackle specific barriers to employment for this group. This will be clearly communicated in our communications strategy. The learning from the model could also be applied to other groups if the initiative is successful.	2	2	A	Social Integration Team
ESOL Plus: Employers may not take up the offer of match-funding.	Further scoping work and external engagement would be completed before launching the fund.	2	2	G	Social Integration Team

Links to Mayoral strategies and priorities

- 4.1 Social Integration is one of the Mayor's top priorities and this programme of work forms a large part of social integration programme spending in 2017/18.
- 4.2 Work proposed within this Decision relates to other areas of GLA work, including the Early Years Hubs, the Skills Strategy, Team London and Sports programmes, and the Good Work Standard and officers will work together to align these programmes.

Consultations

- 4.3 An extensive phase of community and stakeholder engagement informed the development of this programme of work, and the Social Integration Innovation Fund will also be further developed in consultation with families and parents.

5. Financial comments

- 5.1 The expenditure of up to £420,000 will be funded from the Social Integration Programme budget for 2017-18 held within the Communities and Social Policy Unit.

6. Legal comments

The foregoing sections of this report indicate that:

- 6.1. The decisions requested of the Mayor (in accordance with the GLA's Contracts and Funding Code) concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment in Greater London; and in formulating the proposals in respect of which a decision is sought officers have complied with the Authority's related statutory duties to:
- a) pay due regard to the principle that there should be equality of opportunity for all people;
 - b) consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
 - c) consult with appropriate bodies.
- 6.2 In taking the decisions requested, the Mayor must have due regard to the Public Sector equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it) section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to section 3 (above) of this report.
- 6.3 Officers have indicated in section 2 that the significant proportion of the proposed expenditure in relation to the four social integration programmes will amount to the provision of grant funding not payment for works, supplies or services. Officers must ensure that:
- 6.3.1 the funding is distributed fairly, transparently, in accordance with the GLA's equalities duty and in manner which affords value for money in accordance with the Contracts and Funding Code; and
 - 6.3.2 appropriate funding agreements are put in place between and executed by the GLA and the recipient of the funding before any commitment to fund is made.
- 6.4 All other services or supplies required must be procured by Transport for London Procurement (who will determine the detail of the procurement strategy to be adopted) in accordance with the GLA's Contracts and Funding Code. Officers must liaise with Transport for London Procurement in this regard and ensure that appropriate contracts are put in place between and executed by the GLA and the successful bidders before the commencement of any such services or provision of supplies.

7. Planned delivery approach and next steps

7.1 Activities timetable:

Activity	Timeline
Procurement of externally commissioned research	January – March 2018
Announcement	January 2018
Delivery start date for the Social Integration Innovation Fund and ESOL Plus	February - March 2018

Final evaluation start and finish	March 2018 start and December 2018 finish
Review of interim evaluation findings and commitment to further work on all programmes for 2018/19 reviewed	September 2018
Delivery end date for 2017/18 projects	December 2018

Appendices and supporting papers: None

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? YES

If YES, for what reason:

Deferred until announcement of Innovation Fund in January 2018.

Until what date: (a date is required if deferring) 31 January 2018

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Julia Slay, Assistant Director, Communities and Social Policy

✓

Sponsoring Director:

Jeff Jacobs, Head of Paid Service and Executive Director for Communities and Intelligence

✓

Mayoral Adviser:

Nick Bowes, Mayoral Director for Policy

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Corporate Investment Board

This decision was agreed by the Corporate Investment Board on 27 November 2017.

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

Date 27.11.17

TOM MIDDLETON ON BEHALF OF MARTIN CLARKE

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature

Date 27/11/2017

D. Bellamy

