

Empowering young people *for a stronger society*



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A strategy to help children and young people become active, engaged, motivated members of democratic society 2017-2027.

The Citizenship Foundation is an enterprising charity.

We work to ensure that children and young people are able to make a positive difference to the society in which they live – locally, nationally and globally.

We do this by helping them develop knowledge, skills and confidence. It's good for them, and essential for strengthening and safeguarding our society and democratic way of life.



Introduction from the Chair



Our society is facing serious challenges. People's faith in the way our democracy operates has been shaken. Healthy scepticism towards elected politicians has turned too often into contempt and even hatred. This cynicism has also been directed towards other institutions including the legal system, the media and charities.

Alongside this, our society feels increasingly polarised. The 'filters' on our social media make us less likely to engage with those holding different views. 'Fake news' is eroding trust, and feeding prejudices.

The Citizenship Foundation believes passionately in democracy, as the best means to create a fair, just, and equal society. Since 1989, we have helped young people understand society's democratic structures, and citizens' rights and responsibilities.

But this is no longer 'business as usual' for us. There's an urgent need to breathe new life and confidence into democratic society. We don't mean people simply casting votes every few years - important though that is. We mean people engaging in the debates and in the decision-making processes. We mean people understanding how our democratic institutions work, and taking action for change in their own communities.

Our new strategic plan – Empowering Young People for a Stronger Society – sets out our direction for the next decade. We will focus on helping today's young people become motivated citizens in this uncertain world. We believe every young person has a right to the knowledge, skills, and confidence to play their part as full citizens of this country.

Without these, they will miss out on many opportunities, and our democratic society can't work properly. It's an essential part of young people's education.

Our experience is that children and young people are frustrated by what they see. They are energised to make a difference. That's an energy that can be put to good use. Add to that the challenges and opportunities of Brexit, and it's plain to see why the need is urgent.

We can't achieve these ambitions alone. We rely on many partnerships – with funders, other charities, businesses, volunteers and supporters – to achieve our goal of a generational shift in active, engaged, motivated citizens. This strategy is the start of a conversation. We hope it inspires you to join with us to make it a reality.

Martin Bostock
Chair of Trustees

Our vision

We want a fair and inclusive society based on a strong, stable and secure democracy, in which every person achieves their full potential as an active citizen, both personally and within their communities.

Our mission

We will enable a greater number of young citizens to participate actively in society.

We will do this by equipping children and young people to make a positive difference to the society in which they live – locally, nationally and globally.

Our ambitions

To give children and young people the **knowledge and skills** for participation. This includes:

- **Skills for citizenship** – including critical thinking, ethical reasoning, political literacy, debating, campaigning, advocacy and negotiating.
- Understanding of our **rights and responsibilities as citizens** – both those that are enshrined in laws, and those governed by personal and societal values and ethics.
- **Knowledge of the democratic system** and its processes – not just the elected institutions, but also the other institutions of democracy such as the legal system, the media, political parties, and trades unions.

To give children and young people the **confidence** to participate. This includes:

- Developing a **belief and trust in the democratic and legal processes**, alongside realism about the constraints and compromises inherent in democracy.
- **Resilience to challenges** – the ability to withstand set-backs and seek to overcome barriers.
- Optimism in the **ability to make a difference** – whatever our power or position, both as individuals and as communities.

Our values

FAIR We strive to be fair in everything we do, and believe in the equal worth of every citizen, as well as equality before the law.

ENQUIRING We empower and inspire by encouraging a spirit of enquiry and critical thinking, and a realistic sense of optimism and agency.

RESPECTFUL We are respectful but prepared to challenge; authoritative but prepared to listen and learn.

COLLABORATIVE We aim to work in a sustainable, collaborative, transparent and inclusive way.

INTERNATIONALIST We believe in an internationalist outlook, and we aim to share experiences with similar organisations overseas to foster an understanding of global, as well as national, citizenship.





INDIVIDUALS
ENGAGING IN
SOCIETY

Citizenship Foundation

What we do

We promote and run programmes for inside and outside the classroom, and provide resources for working with young people. We work directly with young people, as well as schools, teachers, government, businesses, professionals and volunteers, to create life-changing practical experiences, giving young people a voice, broadening their horizons and increasing their confidence and ability to make the changes they want. We help teachers and others who work with young people, such as lawyers, to inspire and motivate them and to make a real difference to young lives and their future prospects.

We understand that people are not born with an innate understanding of their rights and responsibilities as citizens any more than we are born knowing how to read and write. It is something we must learn, practice, and pass on to future generations. And each new generation needs to renew and re-orientate its sense of citizenship, as the world changes.

We aim to work especially with underprivileged and marginalised groups in different educational or other settings.

What we mean by democratic society?

We include electing our democratic representatives, of course, as an important part of democracy is deciding who should be 'in power'. But just as importantly, democratic society is about how power is exercised, including:

- how the political system works; how the economy functions; the role of the media (mainstream and social), and how people can make their voices heard.
- the rule of law in our society; how it operates at different levels and how it can help to hold people and organisations - including those in power - to account.
- the value of individual and collective action – whether that be volunteering, philanthropy, consumer or political action, or campaigning for change.
- an understanding of our rights and our responsibilities as citizens here in the UK and globally – and how these rights and responsibilities are contested and can sometimes conflict with one another.

We are a 'do-tank' as well as a think-tank.

We give young people experiential learning opportunities, so they can flex and grow their citizenship muscles, individually and collectively. The experience we gain from our programmes helps inform our advocacy work which is vital to our long-term effectiveness.

Fact or Fiction?

Fake news is more than just a US problem. Young people need help understanding the way media works: mainstream TV and newspapers, social media and digital networks, citizen journalism and much more. With so much information, skills like critical thinking and being able to distinguish fake from reality are vitally important.

The Citizenship Foundation – changing lives and communities for a quarter of a century

In the late 1960s, a young Suffolk solicitor called Andrew Phillips wrote to the head teacher of a local secondary school in Sudbury.

He expressed his concern that pupils were not learning sufficiently about the law to be able to use and apply it in their future lives. He proposed that he be permitted to lead a series of experimental lessons with pupils. He would teach them about the law as it particularly affected young people. The head teacher agreed.

The lessons were a great success. Thus the first steps were taken in what would become the Citizenship Foundation, helping young people gain the knowledge, skills and confidence to become active, engaged motivated citizens.

The Foundation in its modern form is now more than a quarter of a century old. Each year it helps tens of thousands of young people experience what it means to be a citizen. This could be through taking part in our national ‘Mock Trials’ competition in crown and magistrates courts. It could be through bringing the legal profession into the classroom, to teach lessons about the law. Or through our programmes to help young people lead social action projects to improve their communities.

We also campaign for those in power to recognise that democracy cannot flourish unless everyone has the opportunity to learn how to become a citizen. We were instrumental in getting Citizenship as a statutory taught subject into the national curriculum.

We continue to lobby for government to give support to schools so that Citizenship is taught effectively.

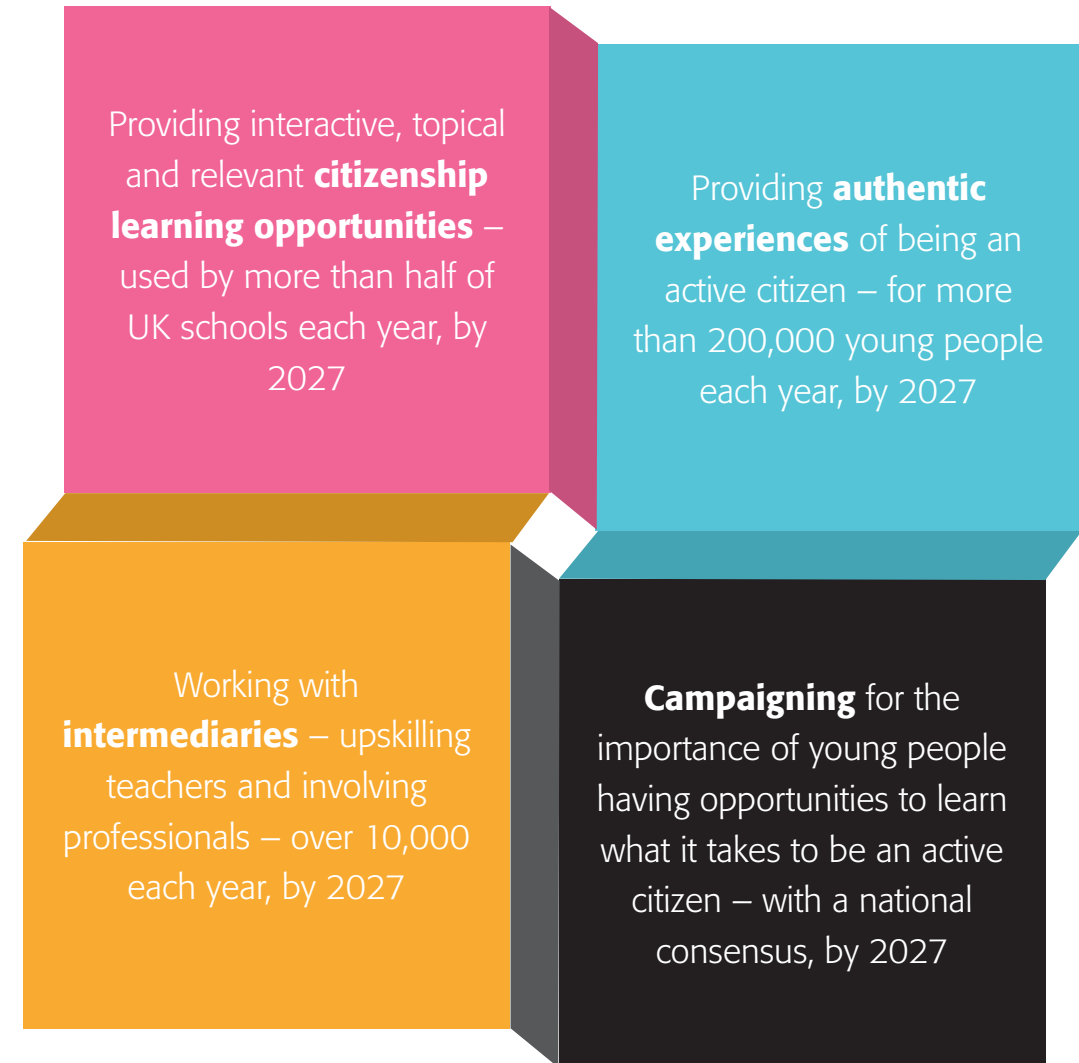
Our work is underpinned by the belief that:

- Everyone has the right to the knowledge, skills and confidence needed to play their full part in our democracy, as a citizen of the UK.
- Every young person must be given the opportunities to experience what it means to be a citizen.
- Every citizen has a right and responsibility to be active and engaged.

We rely on a small army of volunteers to help us deliver our work, and many supporters from the world of business as well as the third sector. From the early days our work has been supported by the Law Society, and we couldn’t help young people without their continued support alongside our other partners such as the Bar Council, the Pears Foundation and the Esmée Fairbairn Foundation.

And the young Andrew Phillips whose inspiration led to our creation? He’s now Lord Phillips of Sudbury, our long-standing President, still helping to inspire and promote our work.

Our four strategic goals – interlinked to achieve our vision



Providing interactive, topical and relevant **citizenship learning opportunities** – used by more than half of UK schools each year, by 2027

Our 2027 ambition: More than half of UK schools will be engaging our learning opportunities each year.

No young person should leave school without the knowledge to exercise their rights and responsibilities, and skills and confidence to be an active, engaged and motivated citizen. Yet today, with pressures on schools to narrow their focus towards academic qualifications, these qualities get less attention from our education system.

At the Citizenship Foundation, we have long been known for the quality of our learning programmes. Our Young Citizens Passport, for example, is now in its 16th edition, selling more than one million copies. We want to go further. We'll reach out to all schools – primary and secondary - to help them give all their pupils the opportunity of high-quality learning about citizenship. We're particularly concerned with those at the

margins of society and have fewest citizenship opportunities. We'll therefore give particular support to areas of greater deprivation and where social mobility is restricted.

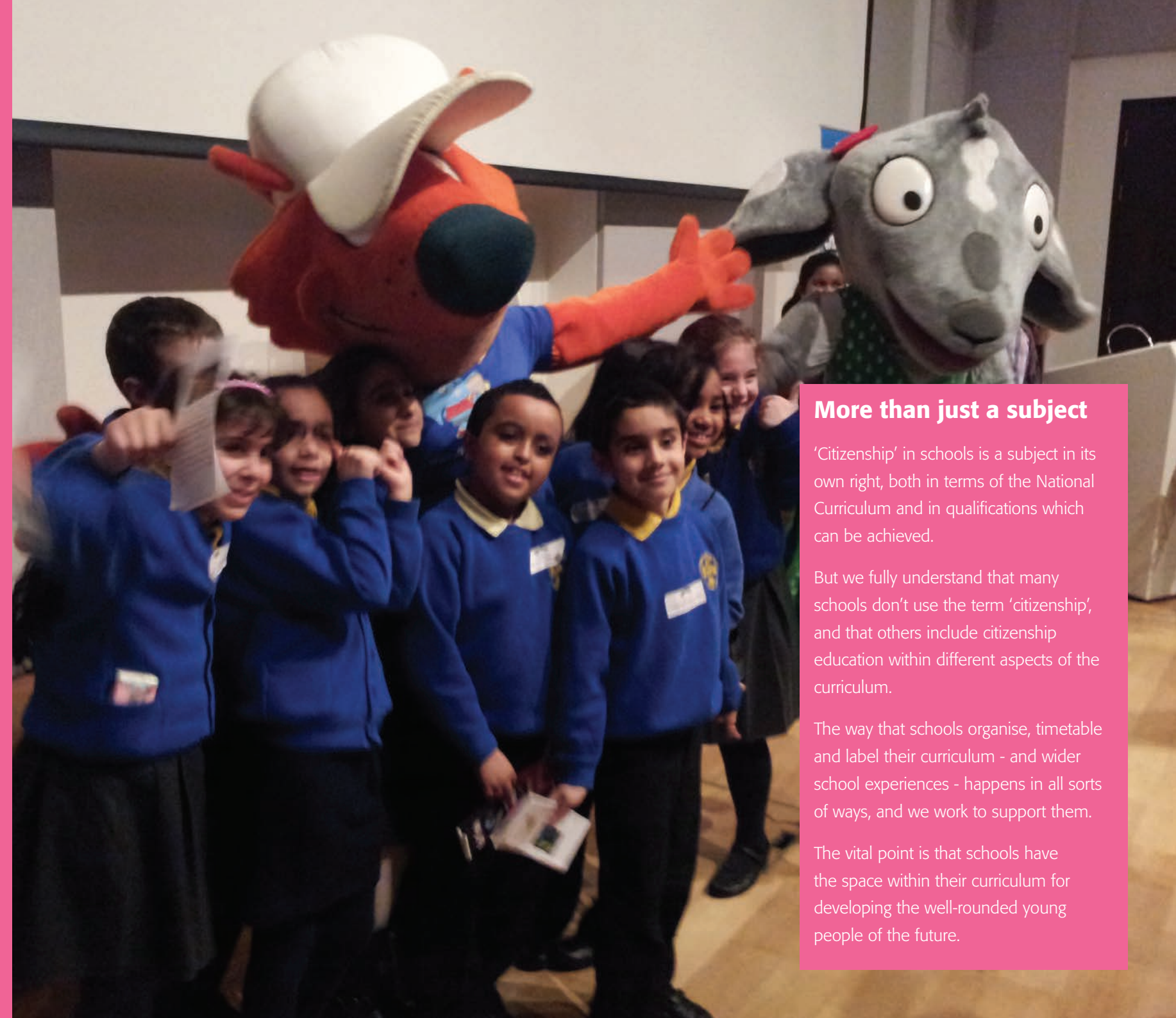
We will be a first-port-of-call for teachers looking for materials which support citizenship. These will cover both knowledge and skills for participation, and helping pupils develop the confidence to participate. We will provide advice on schools' citizenship teaching (recognising that this might not be called citizenship in some schools), and we'll provide high-quality resources for teachers, covering different aspects of citizenship. We'll also work with other organisations to help them produce high-quality materials through a quality mark process.

We'll help schools assess how well they are doing in preparing young people for the future, and make suggestions for improvements.

We'll be the leading provider of public legal education for UK schools, we'll provide effective, challenging and stimulating ways to develop understanding of the media and of global politics, and economic literacy.

We'll bring democratic politics to life by offering schools a range of lesson plans.

We'll seek both grant funding and contributions from schools to help pay for this work – demonstrating to schools how it is good value for money to access high-quality citizenship programmes that pupils need.



More than just a subject

'Citizenship' in schools is a subject in its own right, both in terms of the National Curriculum and in qualifications which can be achieved.

But we fully understand that many schools don't use the term 'citizenship', and that others include citizenship education within different aspects of the curriculum.

The way that schools organise, timetable and label their curriculum - and wider school experiences - happens in all sorts of ways, and we work to support them.

The vital point is that schools have the space within their curriculum for developing the well-rounded young people of the future.

Providing **authentic experiences** of being an active citizen – for more than 200,000 young people each year, by 2027

Our 2027 ambition: 200,000 children and young people will be taking part in our practical citizenship experiences each year.

We believe the best way to learn about being an active, engaged and motivated citizen is to be an active, engaged and motivated citizen!

That's why the Citizenship Foundation puts so much effort into creating experiential programmes for young people. This includes our Mock Trials, where young people take on the various roles of barristers, clerks, witnesses, jurors – with the support of legal professionals – in court rooms. It also includes our social action programmes where pupils decide together which issues they care most about – whether that's local, national, or global – and then learn how to take action, including campaigning, raising funds, volunteering, lobbying or working with the media. We've also been part of the Undivided campaign to help young people have a

voice in deciding the priorities for the Brexit negotiations.

Over the next decade, we want to create more authentic experiences and meaningful representation opportunities for young people to engage with.

For example, there should be more opportunities for young people to engage in democratic politics – even if they are not yet old enough to vote.

There should be ways to help young people prepare for work life, when secure long-term jobs are declining, by developing negotiation and teamwork skills.

There should be opportunities for young people to experience and express views on economic policies – taxation, spending priorities, and global finance.

The Government has established the National Citizens Service (NCS), which provides a valuable three-week gateway social action experience for 16 year olds. We support the NCS - but it needs to be part of broader and longer term support for young people. Opportunities to be active citizens – in whatever form that takes - should be embedded in the lives of young people from a much earlier age, with chances to practice continually whilst growing up. We will prioritise this partnership approach, to play our role in creating comprehensive opportunities for all young people. We will also aim to work closely with NCS providers – helping to ensure that young people are ready to make the most of the social action part of the NCS experience, and that there are opportunities for every young person to carry on with social action and other forms



The Citizenship Foundation will aim to scale up our own programmes. The main challenge is to find funding opportunities to enable this – we will seek out funding opportunities to support our new initiatives, whilst always staying true to our underlying principle of providing high quality opportunities.

Working with **intermediaries** – upskilling teachers and involving professionals – over 10,000 each year, by 2027

Our 2027 ambition: 10,000 intermediaries each year take part in our programmes to develop their knowledge, skills and confidence, or volunteer to work on one of our programmes for children and young people.

Many people with relevant skills can help young people learn about citizenship. That's why we work with teachers, youth workers, lawyers, economists, and others who are willing and able to help.

The origins of the Citizenship Foundation go back to our founder, a solicitor, going into his local school to share knowledge with young people about the law, as it affected them. This programme is still going strong – with teams of lawyers from some of the largest firms volunteering to take part. We also train teachers – in schools, at conferences, and in 1:1 settings – to give them the confidence

and tools to help young people become active, engaged and motivated citizens.

Over the next decade, we need to take this further. Alongside expanding our work to put lawyers into schools, there are others with skills we want to recruit as volunteers. For example:

Economists and those in finance, who can help young people understand how the economy functions

Politicians and others involved in the political process, including those in higher education – who can help bring politics alive for young people

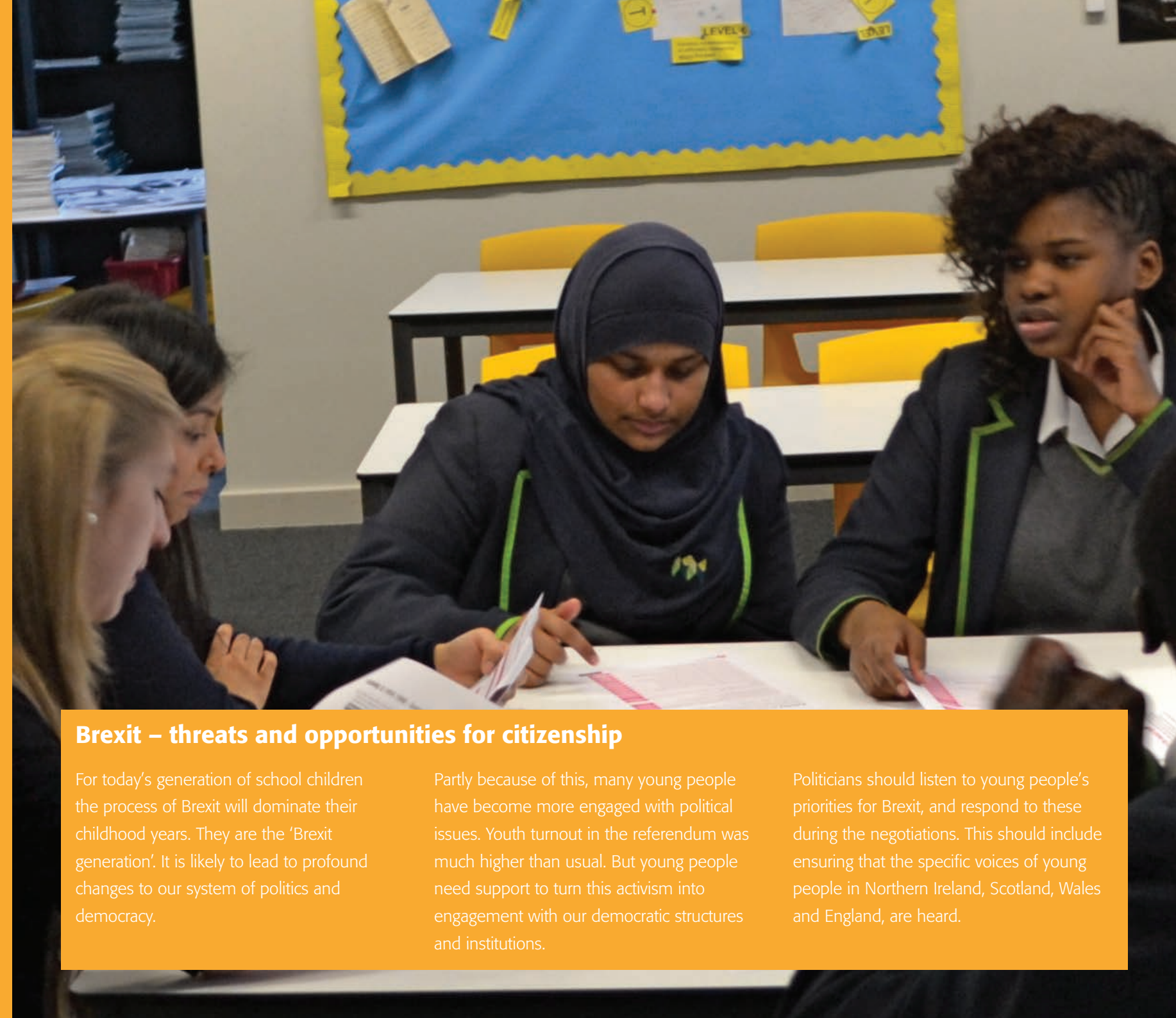
Trade unionists, who have expertise on rights at work and negotiating, who can help young people develop these skills.

We'll expand the opportunities for

professionals to go into schools to share their knowledge of citizenship – whether that's about the law, media, social media, politics, the workplace, or the economy. These experiences support social mobility - giving young people chances to consider careers they may not have considered a possibility, or even thought about.

We'll also expand training opportunities for teachers – recognising the pressures that schools are under in terms of money and time, and so developing innovative and cost effective approaches to training.

We'll also seek out partnerships with other organisations involved in aspects of citizenship for young people – to see how we might collaborate and avoid duplication.



Brexit – threats and opportunities for citizenship

For today's generation of school children the process of Brexit will dominate their childhood years. They are the 'Brexit generation'. It is likely to lead to profound changes to our system of politics and democracy.

Partly because of this, many young people have become more engaged with political issues. Youth turnout in the referendum was much higher than usual. But young people need support to turn this activism into engagement with our democratic structures and institutions.

Politicians should listen to young people's priorities for Brexit, and respond to these during the negotiations. This should include ensuring that the specific voices of young people in Northern Ireland, Scotland, Wales and England, are heard.

Campaigning for the importance of children and young people having opportunities to learn what it takes to be an active citizen – with a national consensus, by 2027

Our 2027 ambition: There will be a national consensus on the vital need for every young person to be able to learn and practice being active, engaged, and motivated citizens.

The best way to nurture democratic society is by equipping citizens with the knowledge, skills and confidence they need to be active, engaged and motivated in society.

We'll campaign on the importance of learning about citizenship. We'll advocate for active citizenship, supported by high-quality citizenship education, with politicians, educationalists, and civil servants, making the case for the correct policy framework and adequate levels of funding. We'll work in partnership with others, including the Democratic Life coalition which we helped

establish, our close friends at the subject association, the Association for Citizenship Teaching (ACT), and other organisations which promote a rounded approach to education instead of a narrow focus on academic achievement.

We will show how citizenship education can support social cohesion, especially in schools with significant numbers of students from different cultural backgrounds; and can help improve social mobility and reduce the risks of extremism.

We'll link with current policy priorities - including the concept of fundamental British Values, the anti-radicalisation agenda, the expansion of the National Citizens Service, and the promotion of a decade of social

action amongst young people – whilst staying true to our concept of active citizenship and our values.

Within the education system, we'll highlight the contribution of citizenship education to the wider curriculum, in helping improve attainment, enhance whole-school culture, and prepare young people for adult life and work.

We'll work to protect citizenship within the national curriculum, encouraging schools to provide citizenship as a subject and through other parts of the curriculum. We'll demonstrate the youngest pupils can contribute to their communities through informed social action.

We'll lobby Government to support citizenship education through recruiting more specialist teachers, teacher training and CPD. We'll engage with Estyn, Ofsted, the ETI and Education Scotland so all schools prepare young people as committed individuals ready for life in modern Britain. We'll work to influence the 2020 political party manifestos, seek cross party support, and argue for strengthening active citizenship during Brexit.

We'll recruit high-profile ambassadors who can help us advocate our cause amongst decision makers. We'll support campaigns to improve the way that democracy works – such as lowering the voting age to 16 and automatic voter registration, as part of wider reform to help engage citizens.



How we will achieve our plans

Our 2027 ambition: To have a financially sustainable mixed income base to support our work, with strong reserves enabling us to take advantage of opportunities. To be a learning organisation that continuously invests in the development of staff and volunteers, with a strong evidence base for the impact of our work.

Finances

Since 2010, the proportion of our income from central government grants has fallen from around 60% to zero. We've coped incredibly well with this seismic change – developing as an enterprising charity, with a greater mix of funding. We're especially proud to have developed a new mix of paid-for mission-related services. 25% of our income now comes directly from schools buying our services. But we still have some way to go before we have a fully sustainable model.

Our ambition is to develop a mixed funding base so we are not overly reliant on any single source. We will deliver high-quality projects for trusts and foundations and statutory funders. We will also provide more services which schools and others are willing to pay for. We

are grateful for the support we receive from corporate partners, and we want to work with them to find new opportunities for them to support our work. And we wish to build up our base of donations – through fundraising events, individual and legacy giving. Although our focus will be the UK, we will work internationally where opportunities arise if there is a good strategic and ethical fit.

We'll also aim to build up our reserves to help us explore new activities to promote active citizenship. This will take time, as our short-term priority is to invest in developing our diversified income base.

Digital strategy

We'll develop a digital strategy so that as much of our material as possible is available via the web. We need a truly national and international presence; building up representation via the web will help ensure we can supply all parts of the UK and further afield. We'll aim to consolidate our websites into a single web presence.

Branding, marketing and communications

We're aware of the need to raise the profile of our brand amongst key groups such as educators, and our communications need to be stronger and better focused. Our branding and messaging need to be clear and consistent at all times. A new marketing strategy and investment in enhanced marketing and communications activity will address this.

People

We have a strong and dedicated team of staff, and a team of over 2,500 (mostly professional) volunteers who help us take our programmes out to schools and communities. It can be a struggle for us to reward staff with competitive rates of pay, particularly in the current financial climate, but we will develop remuneration and reward policies which recognise the value of the staff team. We will work hard to help our employees develop both professionally and as individuals by providing a stimulating and creative working environment with opportunities to develop new skills, support and training.



We will further build our volunteer base with professionals from a wide range of occupations, able to bring relevant personal knowledge and experience into schools.

Governance

We'll ensure that the governance of our organisation remains strong and effective by continually reviewing the make-up of our board of trustees to ensure we fill any gaps in skills, diversity and experience to meet our strategic requirements.

Working internationally

Recognising that citizenship is a worldwide issue we will develop our international perspective to:

- Enhance our core work in the United Kingdom, through a greater understanding of other countries with different cultural, legal and political systems from our own, and of the wider context in which UK citizenship is located. With global politics, economics and media are so interconnected, and with all so directly affected by events in other countries, understanding globalisation and the reactions to it is vital to citizenship.

- Learn from the experience of others and develop partnerships where appropriate to develop and disseminate good practice in citizenship education
- Be better able to support the integration of the substantial population of new entrants to the United Kingdom
- Make available our skills and expertise, where appropriate and practicable, to help other countries develop citizenship activities, especially where the concept of citizens' rights and responsibilities is relatively new.

Evidence base

Our 'Theory of Change' (see Appendix 1) shows how all our interventions aim to achieve our vision of a fair and inclusive society based on a strong, stable and secure democracy.

We will develop methods to test our Theory of Change – to develop a better understanding of what are the most effective ways for young people to learn the knowledge, skills and confidence for citizenship, so that they are able to be active, engaged and motivated citizens.

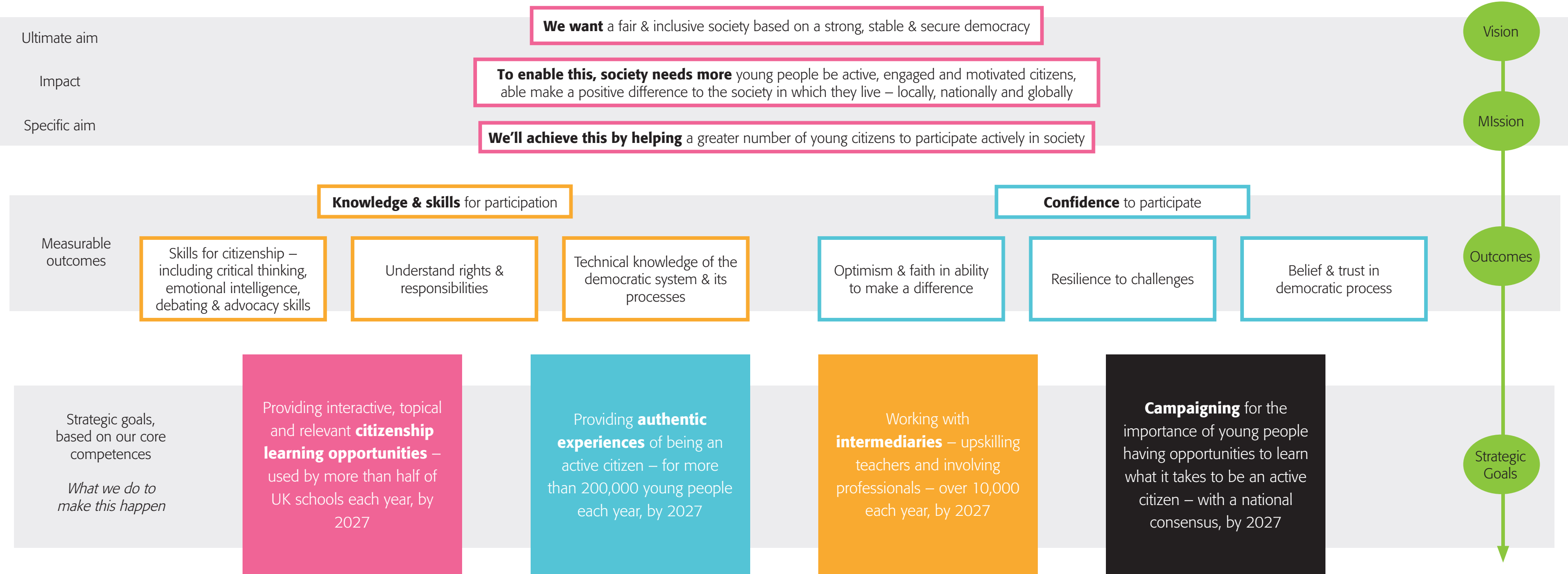
When 'Citizenship' first became a subject in the education national curriculum, the Government launched a ten-year longitudinal study looking at the effectiveness of the subject. But today there is little up-to-date evidence base on what is going on - and to what quality - in schools or other education and training contexts, including post-16.

We will use our Theory of Change to collect, analyse and disseminate robust outcome data to show the impact of our initiatives on young people, schools and wider society. It is likely that, as time goes on, we'll be able to use this to refine our Theory of Change, and adapt our work as a result. Ultimately, this will increase our impact as we target resources on activities which are the most effective.

We will commission research ourselves, utilising offers of support from volunteers and academics, and we will evaluate and disseminate the research of others.



Citizenship Foundation's Theory of Change



Thank you

The Citizenship Foundation relies on grants and donations from generous trusts and foundation, businesses and individuals, to achieve its outcomes for young people. As well as financial support, they often help with advice, ideas, and in-kind help too. We would like to say a huge thank you to all who have been part of the Citizenship Foundation journey over the last quarter of a century – and will continue to be part of it as we step up our work to meet the challenges to democratic society set out in this plan. In an era of government austerity, where our grants from central government have fallen from 60% of our income a few years ago to zero today, your support is more vital than ever.

Although there are too many to mention on this page, we would like to mention some of our key supporters as an example of our wider appreciation.

The Citizenship Foundation is a Registered Charity number 801360

www.citizenshipfoundation.org.uk



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