



Establishment Committee

Date: WEDNESDAY, 16 JANUARY 2019
Time: 11.30 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

(Pages 1 - 14)

Item received too late for circulation in conjunction with the Agenda.

John Barradell
Town Clerk and Chief Executive

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Committee(s) Public Relations and Economic Development (PRED) Sub Committee – For information Policy and Resources Committee – For decision Establishment Committee – For information	Dated: 08/01/2019 17/01/2019 16/01/2019
Subject: The City of London Corporation’s Social Mobility Strategy for 2018-28 – Progress Update.	Public
Report of: David Farnsworth – Chief Grants Officer and Director, City Bridge Trust	For information
Report Author: Sufina Ahmad – Corporate Strategy Manager	

Summary

This paper provides a progress update on the City of London Corporation’s (City Corporation) work on social mobility. The update is aligned to the City Corporation’s Social Mobility Strategy for 2018-28, which was signed off by the Policy and Resources (P&R) Committee in September 2018. The strategy’s vision is: *‘People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential’*. The strategy’s aim is *‘to bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions’*.

In the last year, the key updates are:

- a) The City Corporation has agreed a Social Mobility Strategy for 2018-28, alongside a network of strategies which are all committed to improving social mobility outcomes. These strategies were approved in the last 18 months and include: Apprenticeships, Bridging Divides, Corporate Volunteering, Cultural, Cultural and Creative Learning, Culture Mile, Culture Mile Learning, Digital Skills, Education, Employability, Housing, Joint Health and Wellbeing, Philanthropy, Responsible Business, Skills and Social Wellbeing.
- b) A mapping exercise has been undertaken to identify existing and planned City Corporation activities that support social mobility, and how these relate to the outcomes, high level activities, enablers and stakeholder groups identified in the Social Mobility Strategy.
- c) The mapping exercise has also identified potential areas that the City Corporation may wish to pursue and commit funding to in the near future, including a Summer Enrichment Pilot for 2019. A separate paper providing more detail on this proposal is being submitted as part of this Committee meeting also.
- d) The City Corporation committed £35,000 of Policy Initiatives Funds (PIF) to sponsor the 2019 Social Mobility Employer Index (SMEI), as well as in kind

support for the launch event. The SMEI benchmarks organisations on the action they take to attract, recruit, retain and progress people from socio-economically disadvantaged backgrounds.

- e) Human Resources (HR), as part of their HR Transformation Programme, are implementing changes to the City Corporation's recruitment and learning and development processes, including creating more apprenticeship opportunities, anonymised recruitment and delivering the City Learning Academy.

Recommendations

Members are asked to:

- i. Note the content of this report.

Main Report

Background

1. In September 2018, the City Corporation's Social Mobility Strategy for 2018-28 was agreed by P&R Committee. The strategy builds on the City Corporation's existing expertise and successes relating to social mobility, with the main focus areas of activity relating to education, skills, housing, homelessness, health and wellbeing, culture, philanthropy and employability. It will also be reflected in the work of CBT's charitable funding strategy, Bridging Divides. Its vision is '*People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential*', with an aim '*to bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions*'. A one-page Executive Summary of the strategy is included at **Appendix One**.

Current Position

2. The key updates to highlight to this Committee are:

Social Mobility Strategy Mapping Exercise

- a) The Social Mobility Strategy is part of a wider network of corporate strategies at the City Corporation, which if implemented successfully will all improve and progress social mobility for residents, learners, workers and visitors. These strategies have been approved in the last 18 months and include: Apprenticeships, Bridging Divides, Corporate Volunteering, Cultural, Cultural and Creative Learning, Culture Mile, Culture Mile Learning, Digital Skills, Education, Employability, Housing, Joint Health and Wellbeing, Philanthropy, Responsible Business, Skills and Social Wellbeing.

A mapping exercise has been undertaken to identify existing and planned City Corporation activities that support social mobility, and how these

relate to the outcomes, high level activities, enablers and stakeholder groups identified in the Social Mobility Strategy. A summary of the findings from this mapping exercise has been included at **Appendix Two** – and the full mapping Excel spreadsheet is available to elected Members upon request.

80 current activities have been identified, with a further 12 new activities planned – over half of which relate to outcomes 1 and 2 in the strategy, 18 are aimed at our pupils, 15 at our residents, 14 at organisations and nine at City Corporation employees. 59 of the activities are focussed on London and 47 of the activities are being led on by DCCS.

The mapping exercise has identified potential areas that the City Corporation may wish to pursue and commit funding to in the near future, including a Summer Enrichment Pilot for 2019. A separate paper providing more detail on this proposal is being submitted as part of this Committee meeting also.

Social Mobility Employer Index

- b) The City Corporation committed £35,000 of PIF to sponsor the 2019 SMEI, which benchmarks organisations on the action they take to attract, recruit, retain and progress people from disadvantaged backgrounds and is run by the Social Mobility Foundation (SMF). The top 50 employers who have taken the most action on social mobility in the workplace were published at a results event hosted at City of London Corporation on 11 July 2018, and the Chairman of P&R, Catherine McGuinness, spoke at the event alongside the Social Mobility Foundation CEO, David Johnston, and Rt Hon Alan Milburn, former Chairman of the Social Mobility Commission. The event was attended by 180 attendees from 88 businesses. It picked up press coverage in 18 media articles, including Accountancy Age, Economia, The Times and Forbes. The YouTube video created for the event had 141 views. Across social media there were 2,413 LinkedIn impressions and 24,411 Twitter impressions.

106 businesses participated in the Index this year, an increase from 98 last year. 7 FPS firms were in the top 10, the same as last year, and 29 FPS businesses were in the top 50, this was 30 last year.

As sponsor, the City Corporation entered the SMEI anonymously, with the option to publish our position – with only the top 50 publicly announced. The City Corporation ranked 66 out of the 106 organisations that submitted. The City Corporation was commended for its work on engaging with schools with high levels of Free School Meals and work experience provision. It was also commended for its high number of apprenticeships with minimum academic requirements.

To improve our score, the City Corporation was encouraged to collect and monitor data on the socio-economic backgrounds of employees and applicants and ensure that apprenticeship opportunities offer progression

routes. This is not a function of the current HRMI system and will be added to the specification of the new system, which is at the pre-soft-marketing procurement stage and will be up and running in 2022/23. The current provider is aware that this is something the City Corporation would like developed and may offer this sooner - subject to wider customer demand.

As part of the SMEI work, the SMF distributed an employee survey to the City Corporation's 4000 employees, of which 13% took part. Respondents were asked which social class they identified as belonging to, 49% identified as working class, 45% identified as middle class and 6% identified as upper class. The staff survey revealed 71% of employees feel the City Corporation is open to talent from all backgrounds and 76% feel comfortable discussing their class background. However, 39% feel people get ahead within the City Corporation based on who they know and 45% were not sure senior leadership is committed to improving socio-economic diversity.

Human Resources Transformation Programme

- c) Human Resources (HR), as part of their HR Transformation Programme, and their Attracting Talent Project specifically, are aiming to reduce barriers to entry and create a more diverse workforce, support workforce plans and succession planning and review and update the City Corporation's employer brand. Key successes from this programme in the last few months have included sign off on the employer brand proposal by Establishment Committee in September 2018, the continuation of the City Corporation's Apprenticeship programme, which now includes plans for delivering the City Learning Academy, a complete review of the City Corporation's learning and development activities and the phased introduction of anonymised recruitment practices.

Corporate & Strategic Implications

3. With 80 activities identified, and a further 12 in the planning stages, it is clear that the City Corporation's possesses real depth of ambition to promote and implement activities that facilitate better social mobility with our resident and worker populations, businesses in the City, the charities and good causes we support through our charitable funding, learners across our family of schools and through the other stakeholder groups we work with regularly including government and policy makers.
4. Current social mobility activities are being delivered using existing resources, including officer time and expertise, within DCCS, the City family of schools, Town Clerk's, CBT, Central Grants Unit (CGU), HR, Economic Development Office (EDO), Culture Mile and wider City Corporation cultural services. The Corporate Strategy Manager in Town Clerk's is developing a full implementation plan for the strategy, as one facet of their role.

5. The Social Mobility Strategy sets out a 10-year commitment by the City Corporation to harness our many and varied cross-sectoral assets and networks to deliver positive social mobility outcomes. It is written at a time when the City Corporation has a range of different departments and different strategies all pushing ahead to improve social mobility outcomes across their stakeholder networks. It also represents a key way in which we can deliver the vision set out in the City Corporation's Corporate Plan for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK'* and our strategic aims to *contribute to a flourishing society and support a thriving economy*.
6. Failure to deliver on this high-profile and truly cross-cutting strategy, which has also been championed externally by the Social Mobility Commission, could result in reputational damage, reduced impact against our Corporate Plan outcomes and a loss of trust in the City Corporation's ability to shift the dial on key social and policy issues of the day.

Conclusion

7. Members are asked to note the updates relating to social mobility set out in this paper, which are being delivered by a range of City Corporation departments. All existing and planned activities will now be viewed through the lens of the recently approved Social Mobility Strategy for 2018-28, which seeks to encourage collaboration internally and externally and to harness the City Corporation's values and assets in pursuit of individuals, families and groups progressing within a society to reach their full potential.

Appendices

Appendix One – Executive Summary of Social Mobility Strategy, 2018-28.
Appendix Two – Social Mobility Mapping Exercise High Level Analysis.

Background Papers

The City of London Corporation's Social Mobility Strategy for 2018-28 – September 2018.

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APPENDIX ONE: Social Mobility Strategy, 2018 – 28: Potential today, success tomorrow

Executive Summary

Our definition of social mobility

The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.

Why us

The City of London Corporation is committed to championing social mobility throughout our work internally and with our unique combination of stakeholders spanning the private, public, charitable and community sectors across the Square Mile, the City, London, the UK and beyond.

Social mobility is a key organisational priority outlined in our Corporate Plan (CP) for 2018-23, which will help to deliver our aims to contribute to a flourishing society and support a thriving economy.

Who we will work with

Our resident and worker population, businesses in the City, the charities and good causes we support through our charitable giving, our learners across our family of schools and cultural institutions, government and policy makers.

Our Vision

People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

Our Aim

To bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.

Our Outcomes

Everyone can develop the skills and talent they need to thrive. <i>Links to CP Outcome 3</i>	Opportunity is accessed more evenly and equally across society. <i>Links to CP Outcome 3</i>	Businesses and organisations are representative and trusted. <i>Links to CP Outcome 8</i>	We role model and enable social mobility in the way we operate as an organisation and employer. <i>Links to CP Outcome 5</i>
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Our Activities

<ul style="list-style-type: none"> Prepare our learners for the jobs of the future. Raise educational and employment aspiration and attainment. 	<ul style="list-style-type: none"> Remove barriers, overcome gaps and improve access and participation in order to improve attainment. Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases. 	<ul style="list-style-type: none"> Promote and encourage the need for and benefits of social mobility across business and government. Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility. 	<ul style="list-style-type: none"> Identify and address barriers to employment and progression inclusively. Review our organisational working practices to ensure that these do not act as barriers to social mobility. Champion equality, diversity and inclusion.
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Our Success Measures

Over the next 10 years, we will be a valued advocate and thought leader for social mobility, committing to collaboration, partnership work, innovation and longitudinal evaluation, to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond. We won't just work to level the playing field, we will make it fairer too.

Appendix Two – Social Mobility Mapping Exercise High Level Analysis.

Geography covered, lead departments and stakeholder groups

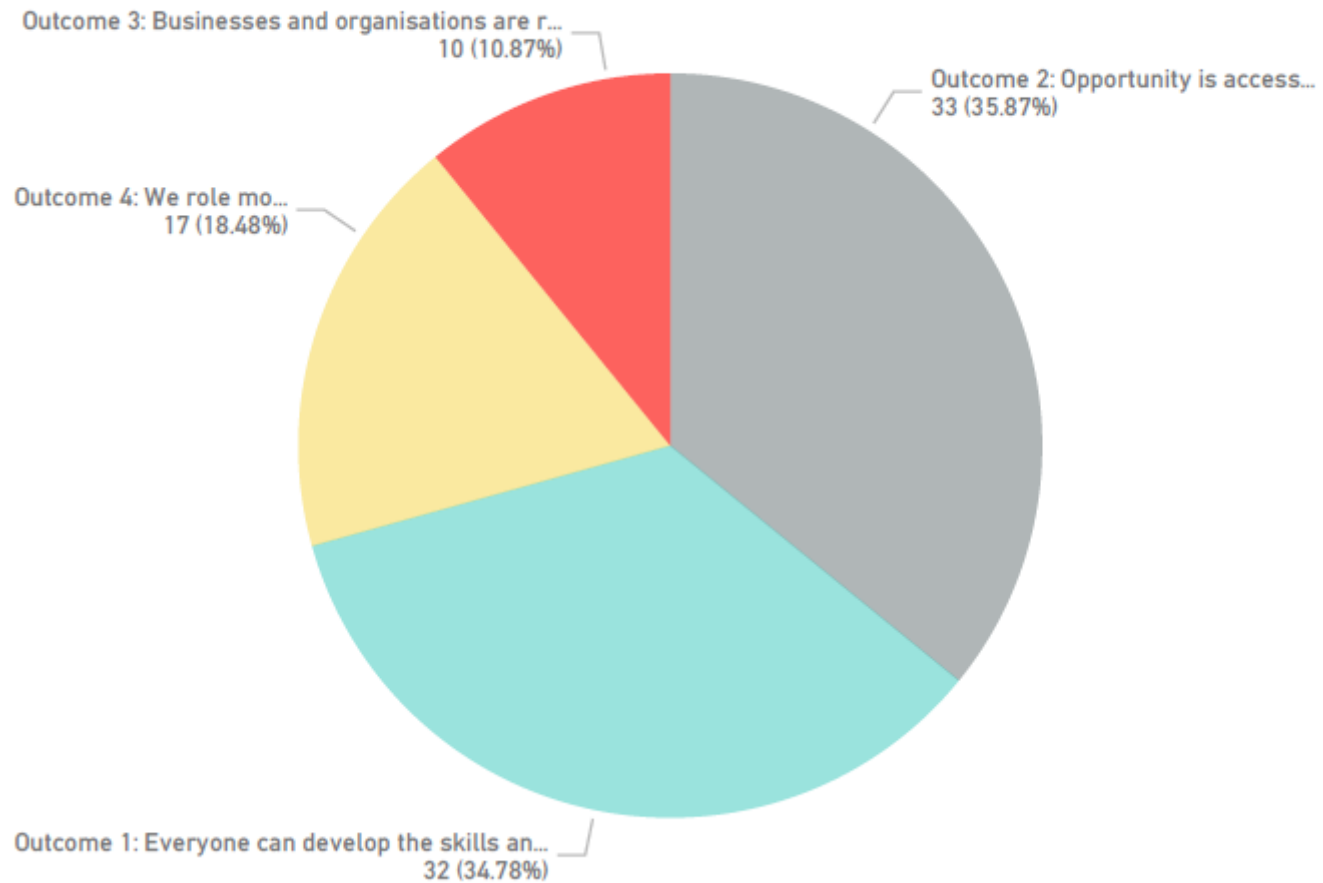
Geography covered by activity	Count of Reference
Global	5
London	59
Square Mile	24
UK	4
Total	92

Lead Department/s	Current	New	Total
CBT	9	1	10
Central Grants Unit	3		3
Central Grants Unit and Culture Mile	1		1
Culture Mile	2	1	3
DCCS	47		47
DCCS (And Culture Mile)	1		1
EDO	5		5
HR	8		8
Town Clerk's	4	10	14
Total	80	12	92

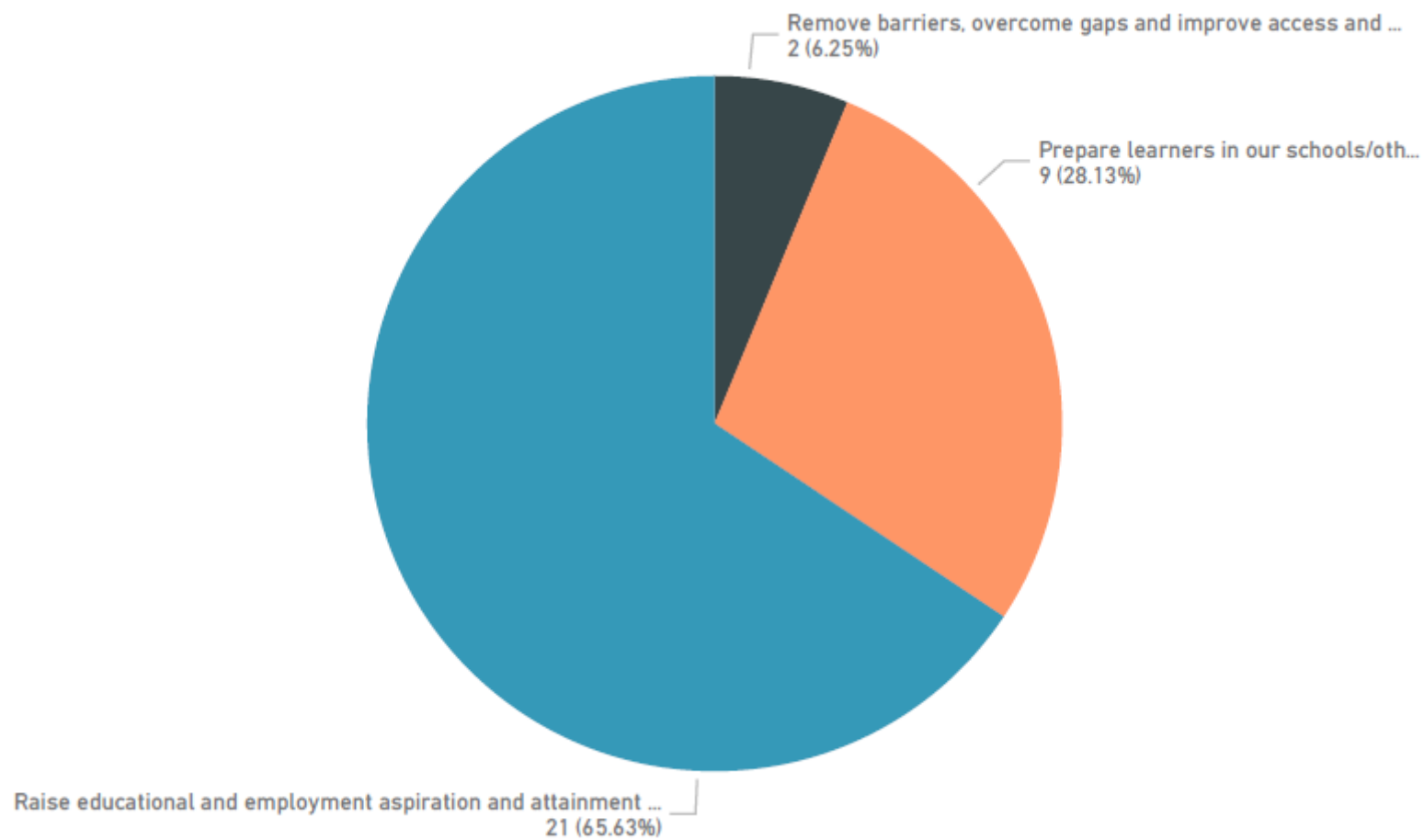
Stakeholder Group	Count of Reference
Our pupils	24
Organisations	18
Our residents (Square Mile)	17
Our employees	11
Employers	4
Our learners	4
Workers (Square Mile - FPS)	4
Our elected Members	2
Our residents (Non Square Mile)	2
Policy makers	2
Workers (Square Mile - lower pay)	2
Our staff diversity networks	1
Our volunteers	1
Total	92

How the activities relate to each outcome

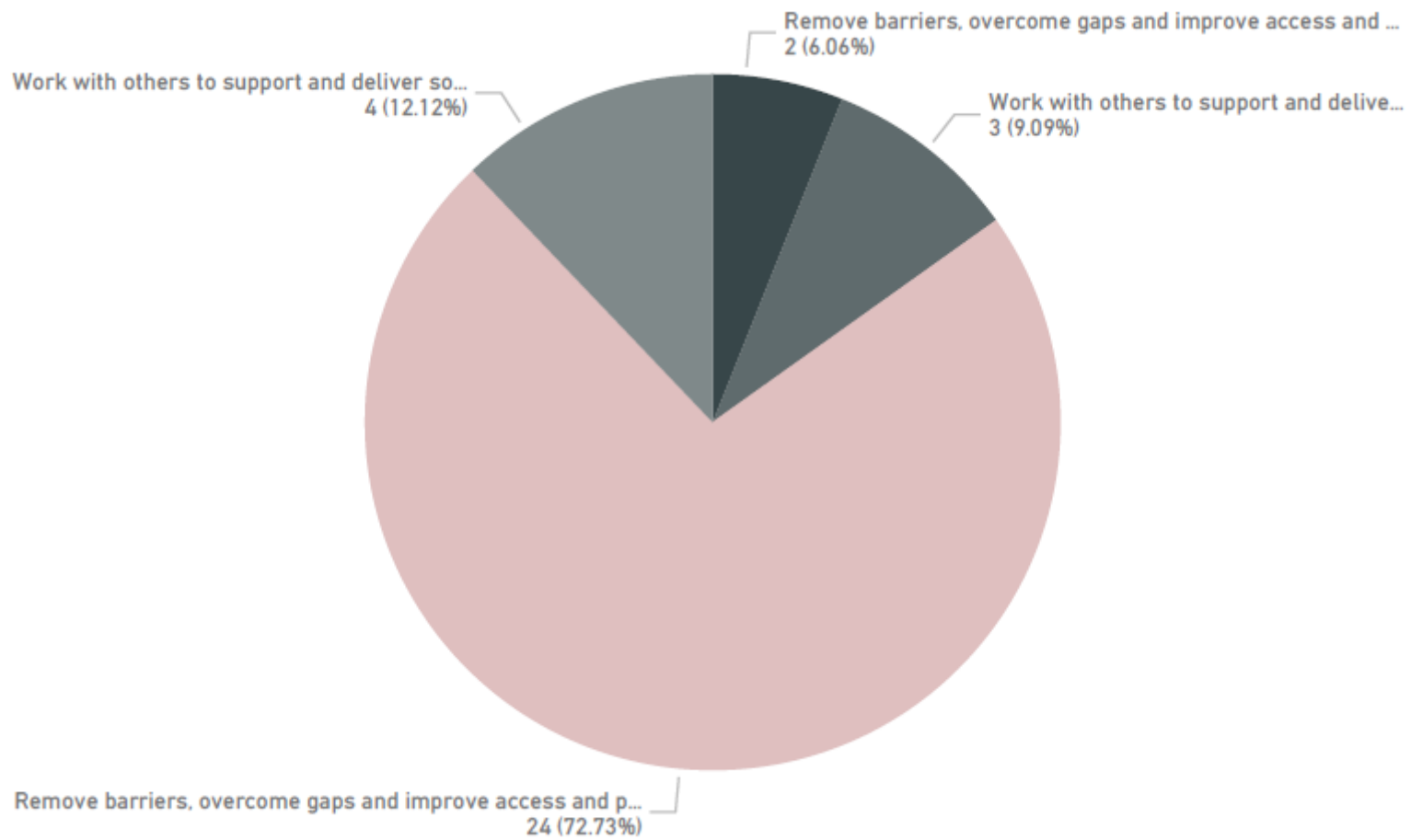
Outcome 1 (32 activities); Outcome 2 (33 activities); Outcome 3 (10 activities); Outcome 4 (17 activities).



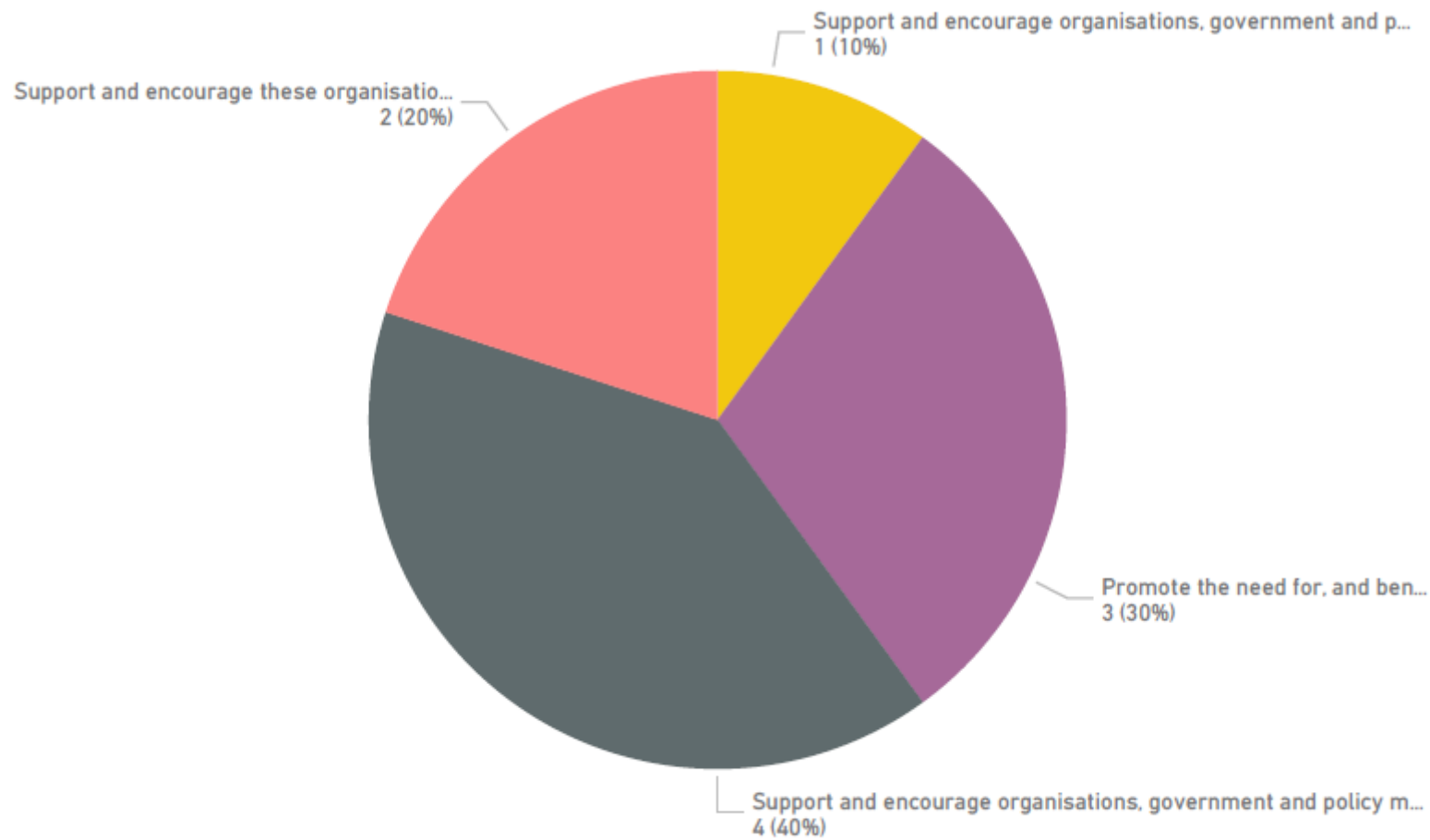
Outcome 1 – Number of activities relating to each high-level activity



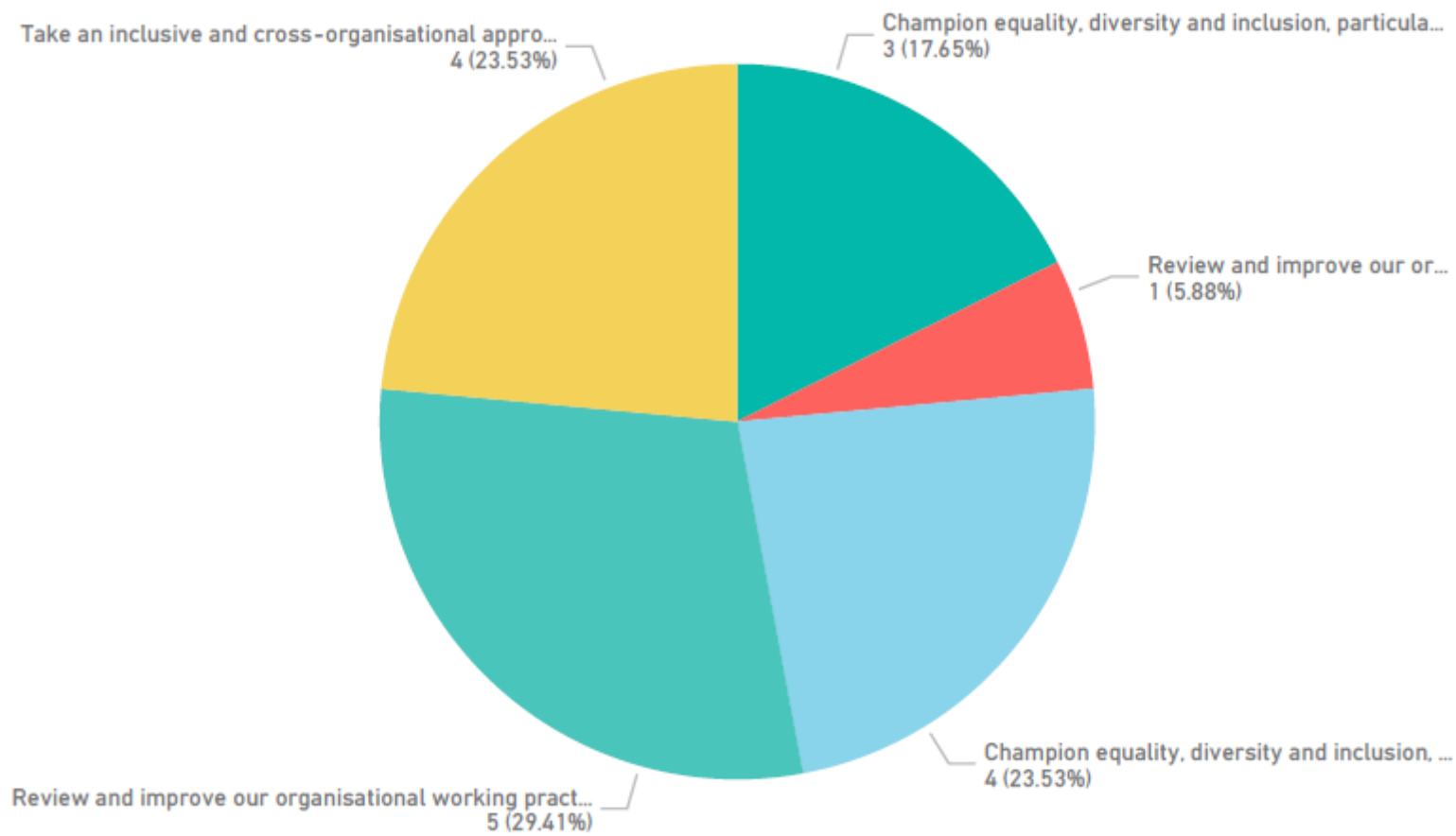
Outcome 2 – Number of activities relating to each high-level activity



Outcome 3 – Number of activities relating to each high-level activity



Outcome 4 – Number of activities relating to each high-level activity



Primary strategy that each activity relates to, other than the Social Mobility Strategy

Primary Strategy	Number of activities
Education	15
Cultural and Creative Learning	9
Cultural	8
Responsible Business	8
Equality and Inclusion Action Plan	7
Bridging Divides	6
Housing	5
Culture Mile Learning	5
Joint Health and Wellbeing	5
Philanthropy	4
Employability	4
Apprenticeships	4
Children and Young People's Plan	3
Digital Skills	3
Skills	3
Corporate Volunteering	2
Culture Mile	1

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