

Committee(s) Public Relations and Economic Development (PRED) Sub Committee – For information Policy and Resources Committee – For decision	Dated: 3 September 2018 6 September 2018
Subject: The City of London Corporation's Social Mobility Strategy for 2018-28.	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 presents the proposed final version of the City of London Corporation's (City Corporation) Social Mobility Strategy for 2018-28 at Appendix One, and a summary of proposed next steps relating to implementation. 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'*.

The strategy aligns to the City Corporation's Corporate Plan for 2018-23 and is informed by the learning and achievements from the City Corporation's existing social mobility work. A cross-departmental Social Mobility Task and Finish Group (TFG), chaired by David Farnsworth, the Chief Grants Officer and Director for City Bridge Trust (CBT), which also includes an external representative from the Social Mobility Commission, has led on its development. A range of external social mobility expert practitioners and policy makers have also contributed to its development.

The strategy aims to take an ambitious and holistic approach to improving outcomes and opportunities across the life-cycle by working with our resident and worker population, businesses in the City, the charities we support through our charitable giving, our learners across our family of schools and cultural institutions and others we work with regularly including government and policy makers. The strategy is being taken to Public Relations and Economic Development (PRED) Sub Committee for information and to Policy and Resources (P&R) Committee for decision.

Recommendations

Members are asked to:

- i. Endorse the Social Mobility Strategy for onward approval by the Policy and Resources Committee.
- ii. Note the proposed next steps for its delivery.

Main Report

Background

1. In April 2018 a cross-departmental Social Mobility TFG was established, which includes representatives from the Department for Community and Children's Services (DCCS), CBT, the Economic Development Office (EDO), Human Resources (HR), the Town Clerk and Chief Executive's Office and an external representative from the Social Mobility Commission. The TFG is chaired by David Farnsworth, the Chief Grants Officer and Director for CBT. The TFG agreed to act as an advisory board with shared oversight and responsibility for:

- *The design of an ambitious and robust Social Mobility Strategy, and*
- *The successful adoption of the strategy.*

The TFG meets on a monthly basis and it has overseen and supported a series of one-to-one conversations with various social mobility practitioners and policy makers from the public, private, charitable and community sectors. Those engaged are all listed under 'Acknowledgements' in Appendix One.

2. Furthermore, the Chairman of Policy and Resources and the Chairman of CBT have both received brief verbal updates on the progress of this work during face-to-face meetings with David Farnsworth.

The Strategy

3. For the purpose of this strategy, the proposed definition of social mobility is:
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.
4. The strategy, in terms of its vision, aims, outcomes, activities and success measures are summarised on the second page of Appendix One. The vision and aim intend to articulate a high level of ambition, to improve opportunities and outcomes across the lifecycle intra and inter generationally and to reduce, and ultimately remove, the barriers to equality that exist, whilst capturing clearly the breadth of the City Corporation's reach in terms of geography and stakeholders. Consequently, it is proposed that the strategy covers a 10-year period, whilst recognising that the City Corporation's commitment to social mobility is likely to extend beyond this time period.
5. The strategy considers the ways in which potential today can be converted to success tomorrow, with key enablers being identified for each outcome that will not only create a level playing field, but make it more equal too, thus ensuring everyone can participate and compete. The interventions designed for this strategy will focus predominantly on the outcomes, activities and enablers that have been articulated. The strategy includes sufficient detail and structure with which to design activities and interventions, as well as the flexibility required to ensure that internally and externally gained learning can be incorporated as delivery progresses.

6. There is a great deal of existing expertise and success for the City Corporation to build on when delivering this strategy, 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. Information about the more specific roles departments and groupings of departments will play is included on the final page of the strategy at Appendix One.
7. Members are asked to review, discuss and endorse the Social Mobility Strategy today. If there are any changes required following today's discussions, then these will be incorporated into the final 'designed' version of the strategy, which will include infographics and pictures, before it is shared internally and externally.

Corporate and Strategic Implications

8. The strategy supports the City Corporation's Corporate Plan for 2018-23, in terms of its vision 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*. It specifically relates to the following outcomes in the Plan:
 - **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
 - **Outcome 5:** Businesses are trusted and socially and environmentally responsible.
 - **Outcome 8:** We have access to the skills and talent we need.
9. This strategy also links to the City Corporation's strategies on: Responsible Business, Housing, Education, Employability, Health and Wellbeing, Bridging Divides, Equality, Diversity and Inclusion, Skills, Philanthropy, Volunteering, Culture, Culture and Creative Learning, Culture Mile and Culture Mile Learning.

Resource Implications

10. This strategy has been developed using existing officer resources. If this strategy is approved in September 2018, it is proposed that existing resource will be used for a six-month period to develop a full implementation plan, which includes detailed action plans that state performance measures and articulation and agreement of ongoing resource requirements, including that which is over and above existing resources. It is likely that permanent additional resource will be required from 2019 onwards, to support with project and performance management. As far as it is possible to do so, all other work will be delivered through existing departmental budgets and resources.
11. David Farnsworth will lead on the strategy's implementation, with dedicated support from the Corporate Strategy and Performance Team in Town Clerk's until March 2019, and a cross-departmental group of colleagues within the City Corporation involved in social mobility. This implementation group will likely include representation from CBT, the City Corporation's cultural institutions,

including Culture Mile, DCCS, EDO, Human Resources and the Responsible Business Implementation Group.

12. By having the social mobility strategy signed off before beginning work on implementation plans, it means that all existing and new activities will align to it, including the City Corporation's internal and external messaging on social mobility. For example, this strategy makes no reference to terminology such as 'brightest and best', due to its emphasis on individuals needing to change, and not the systems they are part of – however, this phrase is currently oft-used in social mobility discourse externally and internally.
13. Appendix Two provides a summary of the City Corporation's existing social mobility activities, and their relation to this strategy – for your information.

Conclusion

14. Members are asked to approve the proposed final version of the Social Mobility Strategy at Appendix One, which seeks to take a 10-year view on the City Corporation's unique and diverse role in supporting people to *'enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential'*, with an overarching aim *'to bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by ensuring that benefits of social mobility are maximised within businesses, organisations, central and local government and educational and cultural institutions'*. This strategy seeks to encourage collaboration internally and externally, which harnesses the City Corporation's values and unique assets in pursuit of individuals, families and groups progressing within a society to reach their full potential.

Appendices

Appendix One – Proposed Final Version of Social Mobility Strategy, 2018-28.
Appendix Two – A summary of social mobility related activities.

Sufina Ahmad

Corporate Strategy Manager

T: 020 7332 3724 (Int. Ext. 3724)

E: sufina.ahmad@cityoflondon.gov.uk