

# Social Mobility Strategy, 2018-28

*Potential today, success tomorrow*

## 2019 Annual Report



# Introduction



Since agreeing the City of London Corporation's Social Mobility Strategy in September 2018, we are pleased to share an update on the actions taken in the last 12-months against the outcomes and activities set out in the strategy towards the achievement of our vision:

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

The strategy, which is summarised in one page at **Appendix One**, was designed to outline the positive and cumulative impact we hope to have as a valued advocate and thought leader on social mobility. This is articulated through our aim to bridge and reduce the social and economic divides that people experience, by delivering the following four strategic outcomes:

1. Everyone can develop the skills and talent they need to thrive.
2. Opportunity is accessed more evenly and equally across society.
3. Businesses and organisations are representative and trusted.
4. We role model and enable social mobility in the way we operate as an organisation and employer.

The strategy builds on our values, and unique commitments to the Square Mile, the City, London and the UK, across the public, private, charitable and community sectors. It also supports other strategic priority areas for the organisation, including our commitment to responsible business practices that create positive impact and reduce negative impact across all our activities and decisions. One year on, we remain clear that this strategy will only be delivered by supporting and partnering with organisations and institutions to understand and deliver collectively the social and economic benefits of social mobility.

There continues to be extensive coverage in the media on the importance of social mobility within central and local government, the private and business sectors, the education sector and parts of the charitable and community sector. The relaunch of the Social Mobility Commission in December 2018, chaired by Dame Martina Milburn, reaffirmed the Government's commitment to monitoring progress towards improving social mobility in the UK and promoting it within England. This was demonstrated through the new Commission's [State of the Nation Report](#) for 2018-19, launched in April 2019. Likewise, the Social Mobility Foundation continues to benchmark and rank UK employers for their work on ensuring access and progression for talent from all backgrounds through the [Social Mobility Employer Index](#). Since its launch in 2017, 136 employers across 18 different sectors, representing 1.4 million employees in the UK have participated in the Index, and it is heartening to see their commitment to social mobility.

At the City Corporation, social mobility continues to be a central theme of discussions undertaken with key external stakeholders throughout the UK and beyond by the Rt. Hon. Lord Mayor Peter Estlin, our Chair of Policy and Resources Catherine McGuinness and other officers.

Nevertheless, the UK continues to be ranked as one of the lowest performing countries for relative income and social mobility by the Organisation for Economic Cooperation and Development (OECD). There remains much to do in order to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed.

This is the first in a series of reports that will be published over the course of this strategy, to demonstrate our continued commitment to social mobility.

# What we have achieved since September 2018

## Oversight and responsibility for the strategy

David Farnsworth, the Director of City Bridge Trust and the City of London Corporation's Chief Grants Officer, is the senior responsible officer for this strategy. David is supported to ensure that the strategy is delivered successfully by the Social Mobility Implementation Group (SMIG), which meets quarterly and is made up of officers from the following teams:

- Corporate Strategy and Performance
- Corporate Philanthropy and Volunteering
- City Bridge Trust
- Community and Children's Services
- Strategic Education, Skills and Culture Unit
- Innovation and Growth
- Human Resources
- Town Clerk and Chief Executive's Office.

The SMIG is facilitated by the Corporate Strategy and Performance Team, and they hold day-to-day responsibility and oversight for:

1. Ensuring and maintaining organisational oversight on social mobility to maximise our collective impacts.
2. Developing and overseeing all processes relating to programme management of the strategy, including reporting and business planning responsibilities.
3. Developing a corporate approach to our networking, influencing and thought leadership activities on social mobility.
4. Creating and embedding a culture of social mobility throughout the organisation – building a coherent narrative and delivering effective communications internally and externally.



# What we have achieved since September 2018

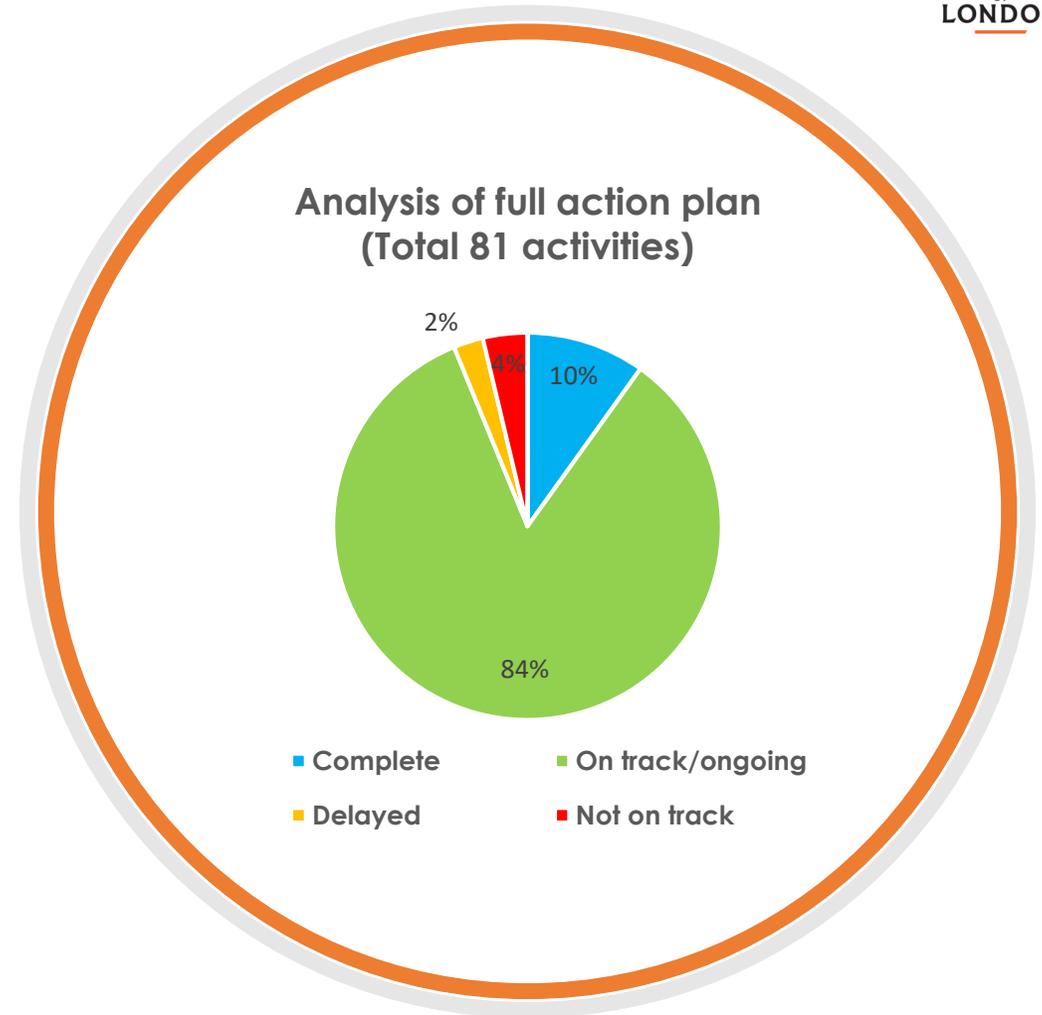
## Our annual action plan

In order to develop the action plan, an internal mapping exercise was undertaken, which identified activities that were already happening or planned in relation to the strategy. This, along with information on all new activities relating to the strategy, have been included in the action plan, which took effect from January 2019 and is available in full at **Appendix Two**.

Analysis of our progress against all the activities are highlighted in the pie charts on pages 3 and 4 – at both a full action plan level and a specific outcome level. Of the **81 activities** linked to this strategy, **84% are on track/ongoing, 10% are complete, 4% are not on-track and 2% are delayed**. Mitigations are in place for those that are not on-track or delayed. For further details of progress against specific activities, please see **Appendix Two**.

Most activities in the action plan are being delivered using the budgets and resources agreed for the 2018/19 and 2019/20 financial years. We also secured **£100,000 of new funding** to run a pilot summer enrichment programme and **£15,000 of internal match funding** for a London Living Wage promotion campaign in 2019, which are both covered in more detail as case studies later in this report.

Over the next few pages, we have shared the progress, key highlights, case studies and the teams involved in each outcome area.



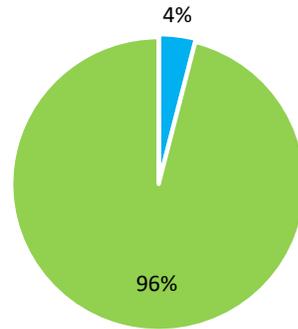
**So far, of the 81 activities in the action plan, we have completed 10% of them, 84% of activities are on track/ongoing, 2% are delayed, and only 4% of actions are not on track.**

# What we have achieved since September 2018



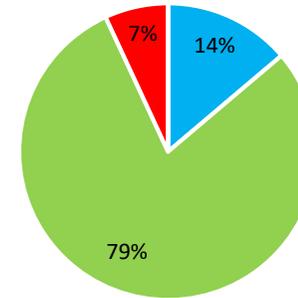
## Progress analysis by outcome area

**Outcome 1**  
(Total 25 Activities)



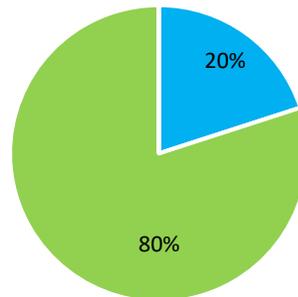
■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

**Outcome 2**  
(Total 29 Activities)



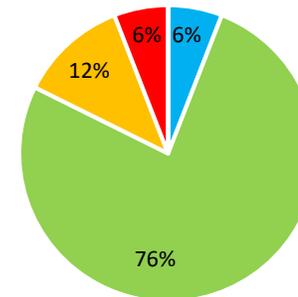
■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

**Outcome 3**  
(Total 10 Activities)



■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

**Outcome 4**  
(Total 17 Activities)



■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

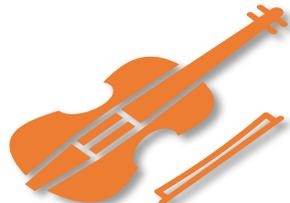
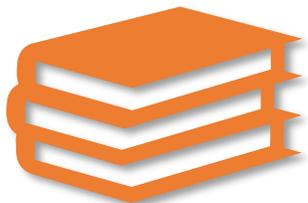
## What we have achieved since September 2018

### Outcome 1 – Everyone can develop the skills and talent they need to thrive

#### Our highlights

- **Libraries** – Across the Barbican and Community Libraries we have provided free and inclusive access to space and materials and delivered reading programmes, classes and courses that encourage skills development and lifelong learning. It is widely researched and agreed that the ability to read, and access to informal learning opportunities and free spaces for personal development are essential in an individual's education and employment readiness, especially for those from lower socio-economic backgrounds who may lack . In 2018/19 there were 434,877 visitors to the libraries, and there were 64 adult reading sessions attended by 159 people and 58 children reading sessions attended by 356 people. There were also specific reading campaigns, including Read to Succeed and the Summer Reading Challenge – supporting 2182 and 245 people respectively. We also delivered a range of classes and workshops at the libraries including, including ESOL with computing, Let's Talk English Conversation Classes, CV Workshops and support with visa applications.
- **Encouraging a Fusion Skills curriculum across the City family of schools** – In order to better prepare young people for the future of work, it is important that they develop 'transferable skills'– those skills which are common to and cut across many occupations, such as problem solving, critical thinking and communication. To boost social mobility, a list of 12 fusion skills are viewed to be crucial. These are: Oral communication / presentation skills; Collaboration and teamwork; Initiative; Problem solving; Organisational skills (planning, time management, deadlines, prioritisation, multi-tasking); Adaptability / flexibility; Written communication; Independent working / autonomy; Critical thinking; Resilience; Creativity; and Analysis and evaluation skills.

In 2018/19 we ran a successful fusion skills curriculum pilot at the City of London Academy Islington, with further pilots planned at our other schools in the coming years. This was alongside nine fusions skills enrichment events for pupils at our schools, including: Schools Concerts, Chess Tournament, Debating Competitions and an Art Exhibition. Furthermore, to enhance our collective understanding of what fusions skills are, we hosted a high-profile and international Fusion Skills events, which focused on a national and international standard for fusion skills, including a fusion skills assessment tool and the launch of our joint research with Nesta on what the future skills requirements are in the world of work.



#### Teams working on this outcome:

Adult Skills and Education Services

Barbican and Community Libraries

Strategic Education, Skills and Culture Unit

## What we have achieved since September 2018

### Our highlights for outcome 1 continued ...

- **Culture Mile Learning** – We delivered three 'bundle' days designed to offer school groups inclusive access to high quality cultural and creative learning experiences, which provide pupils and learners with fusion skills and widened and inclusive access to cultural capital. This included visits to two or more Culture Mile Learning partner venues. In addition, we organised 'Young City Poets', during which 877 pupils from 32 schools – of which 29% were receiving free school meals – worked with professional poets to inspire their creative writing. Culture Mile Learning also run the School Visits Fund and in 2018/19 the Fund received 275 applications from schools and not-for-profit educational organisations, benefitting 12,976 pupils. On average 49% of these pupils were on Pupil Premium, which is above the London average of 35%.

### Detailed case study – London Careers Festival, 17-21 June 2019



5,000 young people  
attended events



175 organisations  
participated



Funding secured to  
deliver again in 2020

In partnership with businesses, institutional employers, Livery Companies and a wide array of educational establishments and partners, we delivered the London Careers Festival for the first time from 17-21 June 2019. The Festival hosted a free programme of events focusing on skills, work experience and employability. The event was designed to connect children and young people from all socio-economic backgrounds with the diverse array of opportunities offered by businesses within the City of London and across the rest of London, as well as fuelling their imaginations and helping to inform and shape their futures.

Over **5,000 children and young people** from **over 130 schools, sixth-form colleges and youth groups** booked tickets to attend across the week. A total of **175 organisations** took part in the London Careers Festival, including **40 Livery companies** that participated in the Livery Schools Links Annual Careers Showcase and a further **60 companies** that hosted stalls as part of the Apprenticeship 19 event, aimed at encouraging young people to consider apprenticeships as a career route.

Further funding has now been secured to deliver the London Careers Festival in the summer of 2020.

This case study links to **outcome one** of the strategy - 'Everyone can develop the skills and talent they need to thrive', by raising educational and employment aspiration and attainment for all.

# What we have achieved since September 2018

## Outcome 2 – Opportunity is accessed more evenly and equally across society

### Our highlights

- **10-year partnership with the Prince's Trust** – We are in the fifth year of this partnership, and as of April 2019, just under 7000 young Londoners, particularly those experiencing disadvantage and those that are furthest from the education and labour markets, have been supported as a direct result, with 75% of all those supported moving into education, employment, training or volunteering. Oftentimes these young people will be working with multiple agencies and the ongoing and long-term nature of our funding ensures that they are given sufficient time and support to achieve their goals.
- **Business Healthy** – We are committed to bringing businesses in the City together to ignite a positive change in the health and wellbeing of their workforce, as this is a vital way in which we can ensure people remain in work. Since January 2019, the number of individual member organisations within Business Healthy has increased by 4% and the number of individual members has increased by 55%. 46% of member organisations are located within the City and 61% of those are SMEs. In May 2019, in partnership with the GLA, tying in with the Mayor of London's "Good Work Standard" programme, Business Healthy delivered a seminar on supporting the health and wellbeing on London's "hidden" workforce (i.e. cleaners, hospitality and retail staff, security etc.) in partnership with the GLA, tying in with the Mayor of London's "Good Work Standard" programme.
- **Being a corporate parent** – We have a statutory duty to act as a corporate parent to those that are placed in our care. In the last year, we have been a corporate parent to 29 children and young people, providing them with access to a dedicated Social Worker and Virtual Head who acts as an educational advocate for them within the educational institutions they attend. Most of our children and young people are unaccompanied asylum-seeking refugees, and as a result of their experiences and the fact that they may not speak English as a first or second language, they are at serious disadvantage within the education system. We work hard to ensure that our students thrive, with 90% of our students making expected progress in their learning with two people successfully completing their first year of University. We have also provided ESOL-classes at the Golden Lane Community Centre and connected them with the work of our own schools too. In 2019, pupils from the City of London School volunteered to participate in a learning programme with our 29 children and young people, completing activities such as sport, paired reading and enrichment sessions.



### Teams working on this outcome:

City Bridge Trust,  
Culture Mile and Culture Mile Learning,  
Cultural Services,  
Central Grants Unit,  
Public Health,  
Community Engagement,  
Virtual Head Services,  
Strategic Education, Skills and Culture Unit,  
Corporate Strategy and Performance.

# What we have achieved since September 2018

## Detailed case study – Summer Enrichment Pilot, Summer Holidays 2019

 **100k** in funding secured

 **100+** young people engaged

 Over **1,000** nutritious meals served

**£100,000 of funding** was contributed to a Summer Enrichment Pilot in 2019, aimed at children and young people from lower socio-economic backgrounds in the London Borough of Islington to tackle summer learning loss, summer hunger and summer enrichment during the 2019 summer holidays.

We ran **four pilots**: two were based at the City of London Academy Highbury Grove (CoLAHG), with each running for one week – the first was aimed at **30 children** that will be starting in Year Seven in September 2019, and the second was aimed at **30 existing CoLAHG pupils** in Years Eight and Nine. The other two pilots were based in the community, and the [Cripplegate Foundation](#) organised these on our behalf. One was a four-week programme, run by All Change, for four hours a day for four days aimed at **40 young women**. The second was a four-week programme, run by Global Generation, for four hours a day for four days aimed at **30 young people**.

Whilst each project is different, they share in common a commitment to providing healthy food options, a nurturing learning environment and time to do activities that are fun, inspiring and creative. Children and young people are actively encouraged to expand their horizons, form positive habits and routines and develop their skills and confidence.

The evaluation of this programme will be delivered in partnership with the [Mayor's Fund for London](#) and [Northumbria University](#), with the full evaluation available in **January 2020**. The evaluation is extensive, and involves collecting data around the children's characteristics (i.e. age, gender, eligibility for free school meals), their attendance and the activities they participated in. The evaluation also includes where applicable a physical activity study; a young people's perspectives study; a learning loss study; a fusion skills evaluation survey; observational visits and senior stakeholder interviews.

This case study links to **outcome two** of the strategy - '*Opportunity is accessed more evenly and equally across society*', by removing barriers, overcoming gaps and improving access and participation in order to improve attainment for our pupils and learners experiencing disadvantage or poverty.

# What we have achieved since September 2018

## Outcome 3 – Businesses and organisations are representative and trusted

### Our highlights

- **Financial Services Skills Taskforce** – We seconded a member of our Innovation and Growth Team to the Chancellor's Financial Services Skills Taskforce, chaired by Mark Hoban and convened by TheCityUK, with support from the City of London Corporation and EY. The interim report was released in June 2019 and showcased the major skills challenges facing the financial services sector, including its low spend on training, its lack of diversity at all levels, its perceived values and culture and the fact that its skills needs are evolving faster than roles can be filled. This taskforce is essential in supporting this sector to address these technological and social challenges – particularly in relation to the evidenced lack of diversity of any form, including socio-economic diversity, within financial services which the report calling for greater efforts to be made to level the playing field by offering training and opportunities more equitably to under-represented groups
- **Partnering with Tomorrow's Company** – Low pay and in work poverty are major barriers to social mobility, with 4m. people in the UK in work and in poverty. In the last year, we have developed a close working partnership with Tomorrow's Company, to support their work as the convenor and leader of the UK-wide and cross-sectoral Financial Inclusion Alliance. As a result of this partnership, we will be hosting the Alliance's first In-work Poverty Summit in January 2020, aimed at redesigning the way our economy and workplaces operate to help people break free of poverty.
- **Delivering our Digital Skills Strategy** – We have been, as part of the Rt. Hon. Lord Mayor Peter Estlin's work on Shaping Tomorrow's City Today, working with businesses to take responsibility for filling the digital skills gaps and shortages they identify and predict for the future within their workforce. This is particularly important for a workforce's social mobility, as those without the necessary digital skills, who are therefore digitally excluded, are more likely to find themselves without a job, or with fewer job prospects, in the longer-term. It is therefore vital that businesses commit to the learning and development of their workforce and ensure that they have a sustainable hiring pipeline. Our work in this area has resulted in the development of a UK-wide and cross-sectoral coalition, 'future.now', dedicated to motivating people and businesses to boost their digital skills.



### Teams working on this outcome:

Innovation and Growth,

Human Resources,

Strategic Education, Skills and Culture Unit,

Corporate Strategy and Performance.

# What we have achieved since September 2018

## Detailed case study – Living Wage Campaign, February 2019



Campaign reached over **5 million** people



Won the '**Industry Champion Award**' for the campaign



**33%** increase in enquiries to Living Wage Foundation

In partnership with the Living Wage Foundation, we launched a two-week campaign in February 2019 that involved **social media, newspaper advertising, 17 posters in nine of London's busiest tube stations** including Liverpool Street, Euston, Victoria and Paddington, and **direct discussions with City businesses**, all focussing on encouraging more City financial and professional services firms to pay the London Living Wage of £10.55 per hour. The initiative was launched at the Museum of London where City businesses, MPs and councillors joined ambassadors from City firms already paying the London Living Wage.

The high impact, high quality campaign was one of our widest reaching campaigns to-date, reaching **over five million people** across the capital – **1.3 million people** were reached via the underground posters and a **further 3.8 million people** reached via our social media campaign.

In the first month after the campaign there were:

**14 enquiries** from non-accredited employers about LLW accreditation as a direct result of the two-week campaign. This represents a **33% increase** in enquiries from the Square Mile compared to the previous fortnight before the campaign.

**One new City employer, Cielo Talent Management**, progressed to full accreditation

The Living Wage Foundation awarded us the Industry Champion Award in their annual Living Wage Champion Awards in June 2019, stating that the campaign was innovative, bold and demonstrative of our continued commitment to the Living Wage. We are proud to be an advocate for the Living Wage, as we recognise that unless people are paid properly for their work, they cannot achieve social mobility.

This case study links to **outcome three** of the Strategy – '*Businesses and organisations are representative and trusted*', by supporting businesses to take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.

# What we have achieved since September 2018

## Outcome 4 – We role model and enable social mobility in the way we operate as an organisation and employer

### Our highlights

- **Supporting the Living Wage Foundation** – We continue to be a living wage employer and charitable funder, as well as investing for a second year in hosting the 2019 Living Wage Annual Awards. Low pay is a barrier to individuals being able to progress in their careers, and by committing to the Living Wage, we are able to ensure that our employees at every level of the organisation have the financial security and resilience they need to succeed.
- **Staff Networks** – We employed a Diversity and Engagement Lead for the first-time to ensure the organisation is implementing best practice in organisational equality, diversity and inclusion and to provide support to our volunteer-led Staff Inclusion Networks. In the past year the networks have been re-branded from 'Diversity' to 'Inclusion Networks'. We also re-launched Carers and Parents Network and we joined the Stonewall Diversity Champions Programme. Our networks are a vital way in which we ensure that our organisation is inclusive for all – especially those experiencing disadvantage or from lower socio-economic backgrounds. They are also an essential vehicle through which we can offer our staff mentoring opportunities.
- **Recruitment and Selection Practices** – In 2018/19, 4.1% of our workforce were apprentices, exceeding the Government's public sector target of 2.3%, providing even more ways for people with or without formal qualifications to come and work for us. We have also developed a new recruitment website, video and branding approach, which is aimed at encouraging people from more diverse backgrounds to work for us, with a particular focus on strengthening our employer brand and improving the accessibility of our recruitment literature, in order to encourage a wider range of people to come and work for us.



### Teams working on this outcome:

Procurement,  
Central Grants Unit,  
Human Resources,  
Equalities and Inclusion Board,  
Corporate Philanthropy and Volunteering.

## What we have achieved since September 2018

### Detailed case study – Social Mobility Employer Index Ranking and Feedback, September 2019



Ranked **56** in the  
2019 index



*Improvement of 10  
places, compared to  
our ranking in 2018*



*Commended for our  
organisation-wide  
commitment to  
social mobility*

In 2019, 125 cross-sectoral employers from across the UK entered the Social Mobility Employer Index, which is in its third year and is run by the Social Mobility Foundation. We were pleased to have been ranked 56, and therefore featured as part of their published Top 75 of employers. Our inclusion in the Index is a positive external confirmation of our commitment to taking action to ensure that we are open to accessing and progressing talent from all backgrounds. The Index result recognised that by launching a 10-year corporate strategy on social mobility, we have demonstrated that social mobility is a key long-term strategic priority for the organisation that has been endorsed by senior officers and elected Members.

Our feedback has provided us with several key areas that we must either sustain or develop further, including:

- Ensuring that the outreach work that we do through our educational and cultural institutions continues to target schools with above average levels of Free School Meals, low levels of attainment or without existing relationships with a wide range of employers. We must now turn our attention to linking our outreach work with our own recruitment pipeline.
- Continuing to offer a range of apprenticeships, including higher apprenticeships, which are a genuine route into the organisations and allow for ongoing career progression.
- Encouraging our supply chains to take action on social mobility through our commitment to procuring services responsibly and sustainably, thus helping to create a positive chain-reaction by asking suppliers about their approach to social mobility as part of our contracting processes, including committing to working with the to build joint initiatives to tackle the problem.
- Collecting data to really evidence the impact of the work that we are doing remains an area of weakness, which we must commit to addressing in the coming year.

This case study links to **outcome four** of the strategy – ‘*We role model and enable social mobility in the way we operate as an organisation and employer*’, by reviewing and improving our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture signs of people’s ability to succeed in our workforce.

# Our performance framework



In April 2019, we agreed a performance framework for the strategy, shown at **Appendix Three**. It commits us to measuring the effectiveness and impact of our work against 37 key performance indicators (KPIs), which are aligned to our four outcome areas, and high-level activities. The performance framework also enables us to clearly demonstrate our impact against our Corporate Plan for 2018-23, which is outlined in **Appendix Four**.

The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having. **In future reports, we will provide baseline and benchmark data for all 37 KPIs, and our targets – these are all still being developed, although we are able to provide some information on the KPIs below.**

Through this performance framework, we will be able to monitor our impact against the following over-arching measures of success that are written in the strategy:

1. Our employees, as well as the learners, residents and work population we work with achieve positive social mobility, by nurturing their skills and talents to increase their access to opportunity within a society that understands the need for an importance of social mobility.
2. We demonstrate through collaboration, partnership work, innovation and longitudinal evaluation the ways to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond.
3. The City of London Corporation is considered a valued advocate and thought leader for social mobility in the Square Mile, the City, London, the UK and beyond.

**90%** of our family of schools are rated as 'good' or 'outstanding'

**68%** of our adults, children and young people who were referred to safeguarding expressed their outcomes were fully met

**100%** of our housing stock meets and/or exceeds 'decent homes' standards

**100%** of City families take up the two-year-old free early learning offer

**200 organisations** and **70,598 Londoners** benefitted from City Bridge Trust funding

**97 FPS firms** in the Square Mile have adopted the London Living Wage

**4% increase** in number of Business Healthy member organisations and **55% increase** in number of individual members since 2019

**Ranked 56** in the Social Mobility Employer Index in 2019

**742 employees** are signed up to our staff inclusion networks, with 170 actively attending events.

Our gender pay gap is **6.4%** (2018)

**4.1%** of our workforce are apprentices

## Planning for the coming year

We are pleased to demonstrate our continued commitment to social mobility in pursuit of our vision for a society where people from all socio-economic backgrounds can flourish and reach their full potential. We are proud of what we have achieved in the last year and to share our progress through this report. This strategy has ensured that we have a shared understanding of what social mobility means to us and what our role is in improving social mobility for employees, residents, learners, pupils, workers, organisations and employers. It is still early days for this ten-year strategy, and so in the coming year, we will work hard to consolidate and embed our successes by continuing to work collaboratively to deliver innovative and impactful activities.

Whilst many of the activities in our action plan will continue and develop, we will also spend the next year focusing on:

- Fully implementing the strategy's performance framework
- Testing the feasibility of a multi-generational and longitudinal study
- Embedding a corporate approach to our external communications, influencing and thought leadership activities on social mobility.
- Identifying and developing new activities that we can deliver in this space.

We are continually enhancing our understanding and knowledge of social mobility in the context of the people, outcomes, activities and enablers that we have prioritised. By committing to learning from what we are doing, we will improve and develop further our work to bridge and reduce the socio-economic divides that the people we work with are experiencing or tackling.

By delivering this strategy **we hope to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed.**



# Appendix 1 – One page 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.

*Links to CP Outcome 3*

Opportunity is accessed more evenly and equally across society.

*Links to CP Outcome 3*

Businesses and organisations are representative and trusted.

*Links to CP Outcome 8*

We role model and enable social mobility in the way we operate as an organisation and employer.

*Links to CP Outcome 5*

## Our Activities

- Prepare our learners for the jobs of the future.
- Raise educational and employment aspiration and attainment.

- 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.

- 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.

- 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.

## 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. p.15

# Appendix 2 – Detailed action plan



The full detailed action plan is available to download at request. If you would like a copy of the action plan, please email Sufina Ahmad, Corporate Strategy Manager, at [sufina.ahmad@cityoflondon.gov.uk](mailto:sufina.ahmad@cityoflondon.gov.uk).

Social Mobility Strategy, 2018-28: Potential today, success tomorrow										
Our vision: People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.										
Outcome 4: We role model and enable social mobility in the way we operate as an organisation and employer.										
Beacon Projects - highlighted in green, on table below										
Action	Lead Department/s	Resourcing confirmed?	Stakeholder Group	High Level Activity	Associated Enabler (for HLA)	Associated KPI (Basket of indicators)	CP Outcome / HLA	Primary link to other corporate strategy/plan	Geography covered by activity	RAG
Re-brand and deliver the Employee Volunteering Programme - creating meaningful volunteering opportunities that support staff development and progression,	CBT	Yes	Our volunteers	Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.	Improved organisational practices to champion and enabler socio-economic diversity	Number of staff taking part in the EVP in the last 12 months	5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.	Corporate Volunteering	Organisation	On track/ongoing
Continue to be a London Living Wage Charitable Funder	CBT	Yes	Organisations	Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.	Improved organisational practices to champion and enabler socio-economic diversity			Bridging Divides	London	On track/ongoing
Role model high impact philanthropy with a focus on increasing social mobility.	CBT	Yes	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.	The development of personal attributes and 'soft' skills, such as networking, communication etc	Monetary amount of philanthropic activity delivered by the City Corporation	5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.	Philanthropy	London	Delayed
Continue to be London Living Wage Employer, including for apprenticeships, internships and traineeships, and supply chain.	Chamberlain's	Yes	Our employees	Review and improve our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture the signs of people's ability to succeed in our workforce.	Improved organisational practices to champion and enabler socio-economic diversity			Responsible Business	London	On track/ongoing
Deliver the Equalities and Inclusion Board Action Plan (overarching plan)	DCCS	Yes	Our employees	Champion equality, diversity and inclusion, particularly in terms of equality of opportunity and provision.	Improved organisational practices to champion and enabler socio-economic diversity	% improvement in diversity in organisational and institutional activities	3a. Promote and champion diversity, inclusion and the removal of insitutional barriers and structural inequalities.	Equality and Inclusion Action Plan	Organisation	On track/ongoing

RAG Ratings	
Complete	Complete
On track/ongoing	On track/ongoing
Delayed	Delayed
Not on track	Not on track

# Appendix 3 – Performance Framework



## 1. Everyone can develop the skills and talent they need to thrive.

### HLA: Prepare our learners for the jobs of the future.

- # people volunteering or involved in community activities
- # learners gaining a national accreditation
- # learners enrolled in training and courses
- # apprenticeships
- # work experience placements

### HLA: Raise educational and employment aspiration and attainment.

- % NEET
- School 'Progress 8' and 'Attainment 8' score
- % of City family of schools rated as 'good' or 'outstanding'
- % uptake of fusion skills curriculum across our educational and cultural institutions
- % reduction of City firms experiencing skills gaps
- # visitors to community facilities and open spaces
- % adults, children and young people referred to safeguarding whose expressed outcomes are met
- # participating in creative/cultural learning programmes

## 3. Businesses and organisations are representative and trusted.

### HLA: Promote and encourage the need for and benefits of social mobility across business and government.

- % increase in FPS firms adopting the London Living Wage
- Increase in ranking and numbers of FPS firms in the Social Mobility Index

### HLA: Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

- Increase membership and participation in 'Business Healthy'
- # FPS firms including trustworthiness in their board agendas
- #FPS firms offering apprenticeship schemes
- # work experience placements
- % reduction of City firms experiencing skills gaps

## 2. Opportunity is accessed more evenly and equally across society.

### HLA: Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

- % of our housing stock meeting and/or exceeding 'decent homes' standards.
- % City families taking up the two year old free early learning offering
- # new social homes completed
- Intended # beneficiaries benefiting from CBT funding
- Reduction in the prevalence of mental health across communities in the Sq. M
- % of CoL collections available digitally

### HLA: Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

- % diversity of residents, learners, workers and visitors at City sites/institutions
- # people volunteering or involved in community activities
- % people who report increased quality of life after relevant interventions

## 4. We role model and enable social mobility in the way we operate as an organisation and employer.

### HLA: Identify and address barriers to employment and progression inclusively.

- % workforce from excluded or protected groups who progress within 5 years
- % apprentices/ work experience/ volunteers securing employment upon completion
- % workforce that are apprentices
- # work experience placements (for org)
- % improvement in diversity in organisational and institutional activities
- Number of staff taking part in the EVP in the last 12 months
- # attending showcasing events/recruitment drives

### HLA: Review our organisational working practices to ensure that these do not act as barriers to social mobility.

- Ranking in the SMEI
- Gender pay gap (internal)

### HLA: Champion equality, diversity and inclusion.

- Monetary amount of philanthropic activity delivered by the City Corporation.
- # of (active) employees in staff diversity networks

## Appendix 4 – Alignment to our Corporate Plan

### Corporate Plan links

The KPIs we have identified align, primarily, to the achievement of the following Corporate Plan outcomes and high-level activities:

- **Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential**
  - Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
  - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
  - Promote effective progression through fulfilling education and employment.
  - Cultivate excellence in academia, sport and creative and performing arts.
- **Outcome 5 – Businesses are trusted and socially and environmentally responsible**
  - Support, celebrate and advocate responsible practices and investments.
  - Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.
- **Outcome 8 – We have access to skills and talent o Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.**
  - Champion access to global talent.
  - Identify future skills needs, shortages and saturations.
  - Champion investment in relevant skills and diverse talent pools.

Additionally, there are several KPIs within our performance framework that also support the achievement of the following CP outcomes:

- **Outcome 1 – People are safe and feel safe**
- **Outcome 2 – People enjoy good health and wellbeing**
- **Outcome 4 – Communities are cohesive and have the facilities they need**
- **Outcome 7 – We are a global hub for innovation in financial and professional services, commerce and culture**
- **Outcome 10 – We inspire enterprise, excellence, creativity and collaboration**