

Committee: Establishment Committee	Date: 10/12/2019
Subject: Social Mobility Employer Index 2019 – City of London Corporation Results	Public
Report of: David Farnsworth – Chief Grants Officer and Director, City Bridge Trust	For information
Report author: Sufina Ahmad – Corporate Strategy Manager	

Summary

In 2019, the City of London Corporation was ranked 56 of 75 in the Social Mobility Employer Index (SMEI). The City Corporation ranked in the top 20% and 30% for its work with young people; advocacy; and progression, culture and experienced hires – with strong encouragement to continue its cultural and educational outreach work, its Staff Inclusive Networks, its work on apprenticeships, including higher apprenticeships, and its work encouraging supply chains to act on social mobility. The City Corporation featured in the bottom 10% or 20% for recruitment and selection and data collection. The consistent recommendation throughout the feedback relates to the City Corporation prioritising collecting social mobility related data on its apprentices, applicants, new entrants, current employees and leavers.

Recommendation

Members are asked to:

- Note the report and consider ways in which the feedback should be taken forward.

Main Report

Background

1. In 2019, 125 cross-sectoral employers from across the UK entered the Social Mobility Employer Index (SMEI), which is in its third year and is run by the Social Mobility Foundation. In 2017 and 2018 the City Corporation providing seed funding and sponsorship to the SMEI and achieved a ranking of 50 and 66 respectively in these years.

Current Position

2. In 2019, the City Corporation achieved a ranking of 56 – rising 10 places compared to last year's ranking. However, please note that the information submitted in previous applications is not used to determine an organisation's new ranking. The City Corporation's ranking was determined based on responses in the areas highlighted in the table below, with a decile system for each section outlining where the organisation ranks compared to others:

Area Assessed	City Corporation Decile Ranking
Organisational information and type	Not applicable
Work with young people	3 (Top 30%)
Routes into the employer	5 (Top 50%)
Attraction	8 (Bottom 20%)
Recruitment and Selection	10 (Bottom 10%)
Data Collection	8 (Bottom 20%)
Progression, culture and experienced hires	2 (Top 20%)
Advocacy	2 (Top 20%)

Options

3. As part of the assessment process, the Social Mobility Foundation provides organisations with feedback on how they can improve or sustain their results in each area of assessment, which is summarised in the table below:

Area Assessed	Summary of feedback received
Organisational information and type	Not applicable
Work with young people (Top 30%)	<ul style="list-style-type: none"> • Commended for school outreach, mentoring and work experience opportunities carried out through our family of schools, and the support provided to young people through City Bridge Trust funding. • Recommended that work targeted at the City Corporation family of schools should be linked with the City Corporation recruitment pipeline.
Routes into the employer (Top 50%)	<ul style="list-style-type: none"> • Commended for offering higher level apprenticeships. • Recommended that data is collected on the profile of our apprentices, in terms of the % eligible for free school meals (FSM), the % that attended a non-selective state school and the % that are the first generation of their family to attend University. The SMEI was clear that this data should not be published, but rather be used to determine if apprenticeships are resulting in improved socio-economic diversity in the organisation.
Attraction (Bottom 20%)	<ul style="list-style-type: none"> • The submission was made before the launch of the City Corporation's new recruitment website, but this was referenced in the submission. • Recommended that the City Corporation consider developing recruitment initiatives and partnerships with other organisations aimed at recruiting individuals from lower socio-economic backgrounds, as it is through targeted interventions that positive results are seen.
Recruitment and Selection (Bottom 10%)	<ul style="list-style-type: none"> • Commended for having lower entry requirements than most SMEI organisations and for using standardised questions.

	<ul style="list-style-type: none"> • Recommended that work experience at the City Corporation is not scored as part of the assessment process. • Recommended that data is collected in the recruitment process to determine if individuals from lower socio-economic backgrounds fall down at specific points, in which case these can then be addressed.
Data Collection (Bottom 20%)	<ul style="list-style-type: none"> • Supportive of the fact that attempts have been made to collect some data through the staff survey. • Recommended that data is collected for applicants, new entrants, current employees and leavers relating to equal opportunities and social mobility metrics of type of school attended, eligibility for FSM and being the first in the family to attend University.
Progression, culture and experienced hires (Top 20%)	<ul style="list-style-type: none"> • Commended the Diversity Networks as a way to encourage staff to seek mentoring or support but recommended this is formalised so that staff that most need it, and might not consider joining a Network, receive support. • Commended data collected through staff survey in 2018, such as whether staff feel the organisation is open to all class backgrounds but said the result of 67% is fairly low. • Recommended that data collection is prioritised, as set out in their recommendation under data collection.
Advocacy (Top 20%)	<ul style="list-style-type: none"> • Commended the senior Member and officer leadership given to the Social Mobility Strategy; the fact that it is being encouraged through the City Corporation procurement supply chains; and that social mobility KPIs are being designed. • Recommended that once the data is collected, then targets should be set.

Proposals

4. Based on the recommendations received, the main area for development is the collection of social mobility related data on applicants, apprentices, new entrants, current employees and leavers. This will enable the organisation to develop baselines, benchmarks and targets from which performance against the City Corporation's Social Mobility Strategy for 2018-28 can be assessed.

Corporate & Strategic Implications

5. 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 the strategic aims to *contribute to a flourishing society and support a thriving economy*. It specifically relates to outcomes 3, 5 and 8. Furthermore, this work directly relates to the City Corporation's Social Mobility Strategy for 2018-28, which was endorsed by this Committee in September 2018.

Public Sector Equality Duty Implications

6. In July 2019, it was agreed that social mobility would be added as a consideration to the City Corporation's Equality Impact Assessment. Furthermore, the data collected on social mobility will likely take place alongside requesting equal opportunities related data from applicants, apprentices, new entrants, current employees and leavers.

Resource Implications

7. Collection of data will require an investment of resources into the Human Resources systems used by applicants, apprentices, new entrants, current employees and leavers.

Conclusion

8. The City Corporation's inclusion in the 2019 SMEI is a positive external confirmation of our commitment to taking action to ensure that the City Corporation is open to accessing and progressing talent from all backgrounds. Our feedback has provided us with several key areas that the City Corporation must either sustain or develop further, including:
 - Ensuring that the City Corporation's outreach through its educational and cultural institutions continues to target schools with above average levels of FSM, low levels of attainment or without existing relationships with a wide range of employers, whilst also linking it to the City Corporation's own recruitment pipeline.
 - Continuing to offer a range of apprenticeships, including higher apprenticeships.
 - Continuing to encourage our supply chains to take action on social mobility.
 - Collecting data that better evidence the impact of the City Corporation's work, as well as highlighting areas that need improving, which will require the investment of time and resource through Human Resources, with support from other departments, such as Procurement.

Appendices

None

Background Papers

The City of London Corporation's Social Mobility Strategy for 2018-28, 20/09/2018
Social Mobility Strategy, 2018-28 – Annual Report, 10/12/2019

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