

<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Education Board Community & Children's Services	18 February 2016 3 March 2016 8 April 2016
<b>Subject:</b> Study Panel: the City's role in supporting employability among young people in London	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Information</b>
<b>Report author:</b> David Pack, Economic Development Office	

### Summary

The City Corporation has a broad programme supporting young Londoners into work, particularly those from disadvantaged backgrounds, and many City businesses and civic organisations (including Livery Companies and trade bodies) are also active in this area. However, there is scope to learn from 'what works' to improve the effectiveness of the City's collective efforts.

In May 2015, the Policy and Resources Committee approved funding for a Study to look at what more the City could do to support young Londoners into work and make recommendations on how City Institutions could work differently to maximise impact.

The Study has been driven by a Panel of members drawn from the Livery, City businesses and other stakeholders, co-chaired by Alderman & Sheriff Bowman and Debby Ounsted CBE. It has met twice (October 2015 and January 2016).

The Study's key outcome is a set of 'guiding principles' to steer future activity: a) 'Walk the talk' – ensure individual organisations' own employment/recruitment practices are exemplary; b) 'Target support where it is needed' – both on specific groups and geographies; c) 'Collaborate' – work with expert organisations; d) 'Small and local' – focus on quality over quantity; e) 'Monitor and evaluate' - Measure impact and learn from experience. A report setting out these 'guiding principles' will be launched at an event at Guildhall on 21 March.

### Recommendation(s)

Members are asked to:

- Note the report.

### Main Report

#### Background

1. The City Corporation has an extensive programme to improve employment opportunities for Londoners, particularly from disadvantaged backgrounds. Whilst

much of London has benefitted from job creation in recent years, there remain significant challenges to securing employment, especially for young people.

2. In May 2015, your Committee agreed funding for a Study to consider the role of the wider City - businesses, Livery companies and the City Corporation - in tackling youth unemployment.
3. The Study has been driven by a Panel of members representing the Livery, City businesses, stakeholders (Boroughs and organisations working on these issues) and the City Corporation - see appendix 1. The Panel met in October 2015 and January 2016 and provided input between these meetings.
4. The Panel has identified examples of good practice and five 'guiding principles' for organisations to follow to ensure they provide useful support to young people. The findings and recommendations of the Study will be launched at an event at Guildhall on 21 March to be attended by individuals from City institutions keen to support young Londoners into employment, or to expand/improve what they already do. Members of your Committees will be invited to the launch event.

### **Current Position**

5. The Study process has identified how City Institutions can do more, or work differently to support young Londoners into employment. The five 'guiding principles' below provide a framework for how City institutions, including the City Corporation, can ensure they are providing useful support:
  - a. Walk the talk – ensure individual organisations act as role models and look at their own recruitment and staffing to offer opportunities for young people e.g. apprenticeships, work experience placements etc.
  - b. Target support where it is needed – fill gaps and avoid duplicating support in a crowded landscape, e.g. by targeting a specific group of young people (e.g. those with disabilities, ex-offenders) and/or outer London boroughs which receive less support from the Square Mile but would welcome it.
  - c. Collaborate – encourage City institutions to work with 'expert' organisations, joining up and adding value - not 're-inventing the wheel'.
  - d. Small and local – recognise that small-scale activity is valuable and encourage organisations to prioritise quality of interventions over quantity.
  - e. Monitor and evaluate – emphasise the importance of measuring the impact of support offered and learning from experience.
6. The Study Panel's discussions provide an insight into issues for the City Corporation itself to consider. The potential for the City Corporation to use its convening role to provide visible and strengthened leadership for the Square Mile on the issue of youth unemployment in London was strongly suggested. This could include raising awareness of the issue and the challenges faced by young Londoners as well as using our convening role to facilitate more productive partnerships and more action.
7. There is also an expectation that the City Corporation 'lead by example' and 'demonstrate good practice', e.g. offering opportunities - work experience, apprenticeships etc. - to young people through our own employment practices.

8. The launch of the Study publication in March provides a platform to highlight the issue of youth employment and engage City institutions in discussions on how the City can do more to support young Londoners. As the Study was established as a time-limited process, which concludes with the launch event, the challenge of maintaining momentum and achieving lasting change must also be considered.
9. Officers are considering the outcomes of the Study process and the future role of the City Corporation in supporting employment across London, focusing on how we can add value to this complex area and have the most impact given the resources available. A separate report on the Policy and Resources Committee's agenda today outlines a proposed framework for this activity.

## **Conclusion**

10. The Study into what more the City can do to support young Londoners into employment has generated useful 'guiding principles' to steer future activity. It has also provided an insight into the views of City institutions on this issue which the City Corporation can consider when planning future activity.

## **Appendices**

- Appendix 1 – Members of the Study Panel

## **Background Papers**

- Report to Policy & Resources Committee, 28 May 2015: '*Support for a Study to Strengthen the City's Role in working with London's Communities*'

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## **Appendix 1 – Members of the Study Panel**

- Mark Boleat, City of London Corporation (Sponsor)
- Alderman & Sheriff Charles Bowman, City of London Corporation (Co-chair)
- Debby Ounsted CBE (Co-chair)
  
- Annette Andrews, Director of HR, Lloyds of London
- Nicholas Birtles, Chairman of Konetic, Agena and Positive Image, Master of Worshipful Company of Information Technologists
- Deb Conner, Head of Social Mobility, KPMG/ Chief Operating Officer, Social Mobility Foundation
- Robert Elliott, Senior Partner, Linklaters
- Alderman Peter Estlin, City of London Corporation
- Bridget Gardiner, Executive Director, The Brokerage Citylink
- Peter John, Leader, London Borough of Southwark
- Anthony Harte, Head of Community Engagement EMEA, Bank of America Merrill Lynch
- Wendy Hyde CC, City of London Corporation
- Liam Kane, Chief Executive, East London Business Alliance
- Angus Knowles-Cutler, Vice-Chairman, Deloitte
- Claire Kober OBE, Leader, London Borough of Haringey
- Kevin Munday, Founding Director, Think Forward Foundation
- Vicky O'Hare, Managing Director, Party Ingredients
- Matthew Patten, Chief Executive, Mayor's Fund for London
- Darren Rodwell, Leader, London Borough of Barking and Dagenham
- Xavier Rolet, Chief Executive, London Stock Exchange Group
- Ian Seaton CC, City of London Corporation
- Tom Sleigh CC, City of London Corporation
- Jean Stevenson, Member Worshipful Company of International Bankers
- Laura Wyatt, Senior Head of Programmes, Prince's Trust