

Committee(s)	Date:
Establishment Committee Policy & Resources Committee	17 th October 2017 19 th October 2017
Subject: Social Mobility Employer Index Update	
Report of: Joint Report of the Town Clerk, Director of Economic Development and Director of Human Resources	For Information
Report author: Melissa Hayes, Sufina Ahmad, Tracey Jansen	

Summary

This report outlines the City of London Corporation's sponsorship of the Social Mobility Employer Index and plans for the City Corporation as an employer to improve its ability to attract, recruit and retain talent from all backgrounds.

Recommendation

Members are asked to:

- Support the proposed next steps to improve social mobility (the ability for talent from all backgrounds to gain access to and progress in employment) within the City Corporation.

Background

1. Policy and Resources committed £70K to sponsor the first year of operation of the Social Mobility Employer Index, a joint initiative between the Social Mobility Foundation and the Social Mobility Commission. On-going sponsorship beyond 2017/18 has not been proposed, although collaboration with the above partners will continue.
2. The Index benchmarks organisations on their work to attract, recruit and progress people from disadvantaged backgrounds.
3. The top 50 employers were announced in June 2017 at an event held at Guildhall. The Policy and Resources Chairman, Catherine McGuinness, and the Secretary of State for Education, Justine Greening MP, welcomed over 200 attendees. The Index was published in The Times and achieved substantial media coverage (34 media articles).
4. Overall 98 organisations across 17 sectors submitted entries. Seven of the top 10 and 30 of the top 50 are Financial and Professional Services employers.

5. To share best practice and encourage Index applications in 2018, six thought leadership events are planned between September and December 2017 in Manchester and London, targeting 100 multi-sector businesses.

Current Position

6. As a sponsor it was decided that City Corporation would enter the Index anonymously, with the aim of publicising its position in the next edition (in 2018), when it is no longer a sponsor.
7. The City Corporation ranked 50 out of the 98 organisations that submitted.
8. The feedback received from the Social Mobility Foundation highlighted areas of good practice, including:
 - Targeting schools with above average levels of free school meals for our outreach programmes.
 - Not specifically targeting students from Russell Group Universities nor having minimum grade requirements as part of the recruitment process.
 - Trialling anonymised recruitment (the practice of removing personally identifiable information from applications: name, gender, DOB, education etc.).
 - Paying the London Living Wage to all staff including apprentices and work-experience candidates (for placements that are in excess of two weeks).
9. The feedback also highlighted areas that the City Corporation should consider if it would like to improve its ability to attract, recruit and retain talent from all backgrounds as well as measure progress, including:
 - I. Increasing the socio-economic data being collected:
 - Collecting a variety of data on the socio-economic background and the type of education of new and existing employees (e.g. parental occupation, eligibility for free school meals and/or income support, state vs private school etc.) and analysing staff retention, progression and performance against socio-economic background.
 - Monitoring socio-economic data during every stage of the recruitment and selection process to identify possible barriers that could be excluding or disadvantaging particular demographics.
 - Comparing socio-economic background data of shortlisted and successful applicants before and after the anonymised recruitment trial (paragraph 8) takes place to better understand its impact.
 - Collecting information on socio-economic background of work-experience students and monitoring progress into employment, particularly within the City Corporation.
 - II. Strengthening communication regarding the City Corporation's commitment to social mobility internally:

- Making it clear to candidates before and during recruitment that they will only be assessed on aspects relevant to job requirements and not their background.
- Advocating for social mobility internally so that employees feel it is a topic they can openly discuss at work.
- Offering support that directly contributes to the progression of employees that need it the most.
- Setting social mobility related targets.

Next Steps

10. As part of the development of this new strategy, it has been agreed that clear Social Mobility KPI's and accountability will be developed and integrated into areas of the Responsible Business Strategy which focus on our commitments to current and potential employees. Therefore, actions that HR wishes to pursue, in partnership with others, and with support from the CSP Team include:

- Consulting on and agreeing the definition of a socio-economic status that the City Corporation will monitor against, taking into account our ability to gather data and report on it and General Data Protection Regulation principles.
- Factoring in socio-economic status into the 'Attracting Talent' project and its recommendations, in particular: statements to encourage people from a wide pool to apply; review of recruitment training; trialling anonymised recruitment; review of jobs page to make it more welcoming and easier to apply; reviewing monitoring information and person specification requirements and application process for jobs.
- Developing a work experience and internships policy.
- Reviewing City People (online portal) functionality and work plan to consider how improved data collection can be achieved in the end to end recruitment process and for existing staff.

Corporate and Strategic Implications

11. An Internal Responsible Business Officer (IRBO) has been recruited to the Corporate Strategy and Performance Team (CSP) to design an ambitious new responsible business strategy that will focus on the 'Community', 'Environment' and 'Worker' recommendations of the internal responsible business review that took place at the beginning of the year. The agreed strategy will link back to the Corporate Plan for 2018-23 which reiterates the City Corporation's commitment to creating positive impact and supporting a sustainable and diverse London within a globally-successful UK.

Melissa Hayes

Policy & Programmes Officer

T: 020 7332 1490

E: melissa.hayes@cityoflondon.gov.uk

Sufina Ahmad

Corporate Strategy Manager
T: 020 7332 3724
E : sufina.ahmad@cityoflondon.gov.uk

Tracey Jansen
Assistant Director of Human Resources
T: 020 7332 3289
E: tracey.jansen@cityoflondon.gov.uk