

Committee(s)	Dated:
Education Board Policy & Resources Community & Children's Services	23 April 2015 30 April 2015 8 May 2015
Subject: Update on City Corporation work to support an effective transition from education to employment	Public
Report of: Director of Economic Development and Director of Community & Children's Services	For Information

Summary

This report provides Members with an overview of City Corporation activity in the area of education to employment. Supporting Londoners to access employment is a key part of City Corporation's strategic objectives and there is a range of work underway to support this. Some of this activity starts in schools and seeks to raise the aspirations of students to the opportunities that the City provides. Other support is provided to residents outside of the education system to help improve 'employability' skills and improve chances of securing a job. There is also a wealth of work that is undertaken with City businesses; helping them to engage with local communities as well as supporting them to widen their recruitment practices and promote social mobility.

This report provides details of the work underway to support:

- employability in City Corporation sponsored Academies,
- employability in other schools in neighbouring boroughs,
- employability and employment for residents outside of the education system, including details of City Bridge Trust funded programmes and activity delivered by Central London Forward,
- City businesses to engage in this agenda.

Activity funded by the City Corporation achieves positive outputs e.g. 2,310 City and City fringe residents were exposed to City type jobs, 253 were supported into paid employment and 80 apprentices were trained. Anecdotal evidence demonstrates the positive impact of City Corporation programmes on individuals and that our work in this area brings us considerable credit amongst businesses and stakeholders.

Governance of this area of work is complex, as employment and employability activity is cross-cutting and involves various City Corporation departments and Committees. An audit in 2013 identified a number of recommendations to improve coordination of this work, the majority of which have now been implemented. Further work is underway to 'map' the range of activity that the City Corporation supports in this area. This work can inform decisions on new areas of activity and to help ensure that new activity is joined-up.

Work continues to engage City businesses in this agenda and to provide a clear offer to businesses. We continue to engage with stakeholders to understand their needs as they evolve and to ensure our programmes respond to both City business and stakeholder needs.

Recommendation(s)

Members are asked:

- To note the report
- To note work already underway in this area

Main Report

Background

1. The City Corporation undertakes a significant range of work to promote employment and employability, helping to ensure that jobs and growth in the City benefits London's communities. The purpose of this report is to provide Members with an understanding of the wide range of activity underway to support the education to employment agenda, particularly in our academies and in schools in neighbouring boroughs, and how it fits with the strategic priorities of the City Corporation.
2. The cross-cutting nature of education to employment work means that a number of City Corporation departments are involved as we work with businesses, partners and residents to make progress in this area. Therefore, this work fits within the Corporate Plan and a number of departmental plans and other strategies. As a result this report is being submitted to the Education Board, Policy & Resources Committee and Community & Children's Services Committee and is a joint report of the Director of Community and Children's Services and Director of Economic Development.
3. This report does not cover:
 - Activities that the City Corporation undertakes as an employer to support people into work, e.g. apprenticeships, graduate programme, nor HR policies relating to these. (However, where this activity benefits City Academies or schools in the City fringe e.g. via City Corporation employee volunteers or City Corporation hosted work experience, this has been included).
 - Work with Livery Companies.
4. In January 2015 the Education Board received a detailed report that gave an overview of the City's spending on all education-related activities. This report covers relevant activities that were included in the January 2015 report and seeks to enhance understanding of the range of work that the City

Corporation does on the education to employment agenda and employability more widely.

Current Position

Strategic Context

5. The City of London is surrounded by some of the most deprived neighbourhoods in the whole of the UK. Despite improving education results, the adjacent boroughs face higher levels of unemployment, social exclusion and child poverty than most other parts of London. In addition, companies increasingly need to demonstrate responsibility and positive contributions to society and many City businesses are now committed to promoting social mobility in their employment practices and offering fair and open access to employment opportunities. The City Corporation supports and delivers a range of activities to support residents in our neighbouring boroughs to move into employment and we also support businesses to engage in this agenda. This work is an important part of the Supporting London agenda of the Policy & Resources Committee.
6. The City Corporation's work on the education to employment agenda is supported by the following strategic framework:
 - Corporate Plan 2015-19 Key Policy Priority 4: "Maximising the opportunities and benefits afforded by our role in supporting London's Communities" includes the commitment that we will "work with our partners and neighbourhoods to promote employability and provide jobs and growth".
 - Education Strategy 2013-15 strategic objective 4: "To promote an effective transition from education to employment."
 - Economic Development Office Business Plan 2015-18 Key Objective 4: "To understand and realise the economic and social potential of London, but especially the City and neighbouring boroughs."
 - Action 2: develop and deliver employability initiatives that focus in particular on the residents of the City and neighbouring boroughs (including Education Strategy implementation)
 - Community & Children's Services 2014-17 Business Plan – Strategic Aim 3: "Learning and engagement opportunities for all"
 - Priority Six: "Work with early years, schools and post 16 providers, to deliver high quality education for all children and young people"
 - Priority Seven: "Enable every child, young person and adult to thrive and achieve their potential"
 - Communications Strategy 2015-2018: "Helping London thrive"

7. The Education Strategy Strategic Objective 4 contains a number of recommendations relating to education to employment. Details of progress against these recommendations is contained within the Education Strategy Update Report being presented to the Education Board on 23 April, whilst this report provides a more comprehensive overview of the work underway on this agenda. The recommendations under Education Strategy Strategic Objective 4 are provided at appendix 1.

City's Academies

8. Over the last two years, engagement with the City's Academies on employability has been coordinated and improved. We have focussed internal employee volunteering on the City's Academies launching the 'Aspiration Academy' as the Programme's flagship scheme in January 2014. Aspiration Academy mobilises the diverse skills of City Corporation employees to improve the employability skills, confidence and work-related learning of students in the City's sponsored Academies. As a result we have seen an increase in volunteering taking place. Details of the range of activity undertaken to support academies is provided at appendix 2.
9. We have also improved communications with Academies on the range of programmes and support that they can access and regularly circulate information of the programmes open to them (see example at appendix 3).

Other schools in neighbouring boroughs

10. The City Corporation has an established programme of support for schools in our neighbouring boroughs through a range of directly delivered activity, funded activity and support for brokerage activity. The support of 'brokerage' services, to enable businesses to connect with schools, is essential to the success of this area of work as it facilitates the forming of relationships and deployment of volunteers to relevant schools and programmes. Details of activity underway to support employability in schools in our neighbouring boroughs are provided at appendix 2.
11. The landscape of education-business link activity has changed significantly in the past few years and has placed schools at the centre of a crowded landscape of education-business focussed organisations. As schools are now responsible for careers advice and work-related learning we have seen that the brokerage services offered by organisations such as Education Business Partnerships (EBPs) are valued by both schools and businesses as a route to match the right engagement for both parties. Therefore, support for EBPs and other intermediary organisations over the past two years has been crucial to this agenda.

Employability and Employment

12. Supporting residents to access employment and to boost their employability skills once they have left the education system is a core part of the City Corporation's work in this area.

13. The Economic Development Office (EDO) runs a number of programmes to support residents into employment, outside of the education system. The majority of this work is commissioned and delivered by third parties with the skills, experience and expertise to reach residents and engage with employers. Details of the range of work underway in this area are provided at appendix 2.
14. The Department of Community and Children's Services offers an apprenticeship programme to employers, providing on-the-job training to apprentices so they can learn as they work. Employers benefit from this activity as they are able to train new recruits into job roles that are directly relevant for their business. However, we still see that London has one of the lowest take ups of apprenticeships in the financial services sector with only 1% of employers currently offering apprenticeships.
15. City Bridge Trust (CBT) supports charitable activity across greater London and this includes a number of programmes that support employability (these are listed in appendix 2). The recently agreed grant to the Prince's Trust adds to the range of activity that CBT funds to support employability in London.
16. Central London Forward (CLF) is a sub-regional partnership created by the eight central London Boroughs¹ and works on issues of mutual interest to its partners. In recent years, CLF has commenced three major programmes of activity on employment issues and secured funding to deliver this activity across the CLF geography (details are provided in appendix 2). Later this year a major programme to support those residents furthest from the labour market will be launched. The 'Working Capital' programme will be funded by £11m of European funding and aims to support residents who claim Employment Support Allowance, (the main out-of-work benefit for people with long-term health problems) into work.

Business Engagement

17. City Corporation programmes offer a wide range of ways for employers to be involved in the employability agenda. These include; dedicated employer programmes run by the Heart of the City charity and City Action (an employee volunteering programme) which support businesses to engage. This work is essential to secure the commitment and involvement of City employers to education and employment activity.
18. The Economic Development Office, which has a broad remit on City business engagement on a range of matters, has a particular focus on employer engagement in employability. In 2013-14, 840 businesses, mainly SMEs based in the City, engaged with or received support from our programmes. This resulted in 257 businesses offering support, hosting placements, offering volunteers, taking on apprentices/ local staff etc. The apprenticeship programme within the Department of Community and Children's Services

¹ Camden, City of London, Islington, Kensington & Chelsea, Lambeth, Southwark, Westminster, and Wandsworth.

engaged 290 businesses in the same period resulting in 25 that took on apprentices.

19. The Economic Development Office undertook an audit of education – business link employability work in December 2013 (a summary of the audit was reported to Policy and Resources Committee and Community and Children’s Services Committee in May 2014 and Education Board in June 2014). Several areas of work have been progressed to address some of the challenges identified in the report:

- Remodelling of an existing role into a Business Engagement Manager post in EDO to lead and coordinate the engagement of City employers in education and employability work. The new Business Engagement Manager took up post in October 2014 and is working closely with relevant internal teams to coordinate the City Corporation’s business facing activity and to encourage City businesses to offer entry-level roles and apprenticeships to City and City fringe residents.
- Review of membership of Employability Group (an internal inter-departmental Officer group) to ensure it includes members from all relevant departments. The group has an overview of all City Corporation, Central London Forward and City Bridge Trust funded or run employability and aspiration-raising projects, and works to ensure coordination of activity on this agenda.
- Mapping of employability activity already offered was recommended and this work is underway (see paragraph 27 below).

Outputs and impact

20. The following is a summary of the outputs of employability and employment activity for the 2013-14 year (reporting of outputs for the 2014-15 year is not due to be completed until May 2015).

- Employability & aspiration raising – in 2013-14:
 - 2,310 residents (mainly school pupils) were exposed to City type jobs, gaining an insight into the breadth of opportunities offered by the City.
 - 359 volunteers were recruited to support employability type activities, with 134 of these being City Corporation volunteers. These volunteers were mainly involved in ongoing volunteering rather than one-off opportunities.
 - A total of 2,238 residents benefitted from a learning opportunity, (a minimum of three hours of support to improve their employability, for example, a workshop on how to prepare a CV and job application, skills for interview or a seminar on becoming self-employed.)
- Jobs and apprenticeships – in 2013-14 these projects:
 - supported 253 City and City fringe residents into paid jobs (65 into permanent jobs, 108 people into paid work placements and 80 people into construction jobs).
 - trained 80 apprentices, 40 employed internally and 40 by external employers.

- offered 198 unpaid work experience placements in City businesses.
21. A key aim of the City Corporation's work is to engage City businesses to foster long-term and sustained relationships with communities and adapt their working practices (e.g. how they recruit) to make a lasting difference. This work is time-consuming and involves building and maintaining relationships, meaning that direct comparison with other programmes is problematic as the input of resources and quality of outcomes varies considerably.
22. City Corporation employability activity generates a wealth of anecdotal evidence demonstrating the positive impact of City Corporation programmes on individuals. However capturing more comprehensive evidence and data do demonstrate impact more robustly represents a number of challenges and can be costly. It should nonetheless be noted that activity to engage City employers in this area brings considerable credit to the City Corporation amongst businesses and stakeholders when considered against the relatively modest resources we commit to this work.
23. This work is complemented by the programmes funded through Central London Forward in central London and through elements of City Bridge Trust grant giving in wider London, the outputs of which are not included in the above figures.

Coordination and governance of education to employment work

24. The Education Strategy 2013-15 recommended that all City Corporation employability programmes be integrated and co-ordinated. In response to this an audit of all such programmes that the City Corporation is involved in was carried out in December 2013. The key observations from the review were:
- Programmes tend to be delivered on a "stand alone" basis.
 - There are a number of differences between programmes, including the ways in which they are delivered and the geographic focus of the work, there is a common criterion for success – the engagement and involvement of businesses.
 - The tendency for teams delivering individual projects to focus on team/ individual objectives has the potential to lead to employers not receiving a full insight into opportunities to engage with the range of employability activities the City Corporation offers.
25. In response to the recommendations of the audit, a number of changes have been implemented, primarily the facilitation of a Business Engagement Manager role, as mentioned above, to coordinate the City Corporation's activity in this area. Also, to provide some clarity on the responsibilities for the range of activity the City Corporation undertakes on employability work, a document setting responsibility of the various activities and lines of accountability by departments and committees has been drawn up (appendix 4).

26. As appendix 4 shows, decision-making for employability work rests with various Committees, depending on the specific area of activity. The cross-cutting nature of this work means that it is difficult to separate out employability activity from broader work, e.g. EDO engages with business on many issues, not just employability.
27. In March 2015 the Town Clerk chaired an Officer workshop that identified some of the challenges in coordinating efforts in this area of work. The workshop agreed that further coordination of activity in this area was desirable alongside a clearer understanding of the work currently underway. This will enable the City Corporation to better identify areas where there may be gaps in the programme of support and how new ideas for activity fit into the existing offer and whether they can be accommodated within existing resources.
28. To support this, a mapping exercise is underway to better understand the range of activity that the City Corporation delivers or funds in this area. The mapping will be used to help inform decisions on whether to support new activity and to ensure that existing activity is 'joined up'. An initial mapping of a 'pathway' to employment has been undertaken reflecting the various stages of support that might be necessary to support residents into jobs (appendix 5). This work will also be useful to inform the review of the Education Strategy and action plan taking place later in 2015.

Future Activity

Supporting the City's Academies and other schools in neighbouring boroughs

29. The Corporate Responsibility Team in the EDO plans to continue to embed work-related learning in the City's Academies and to mobilise City Corporation staff to support this employability provision. One challenge is to engage the support and commitment of senior leadership in the City's Academies to this aim. We aim to work with the City's Academies to demonstrate the importance of preparing their students not just for academic attainment, but to have the necessary skills and behaviours to enter the workforce and support them with activities to promote this.
30. Experience indicates that there is appetite amongst businesses to support young people with career awareness and aspiration-raising in schools. For example, around 50% of the volunteering that City Action brokers with City companies involves supporting employability and all of the job vacancies secured recently are targeted at young people. To accommodate this interest, especially with SMEs, we have already seen that the provision of a brokering role between schools (and other organisations) and businesses is essential. In addition different employers have different interests and areas where they wish to direct their efforts. Therefore, we will continue to provide a 'menu' of programmes and activity that meets the needs of beneficiaries and that is attractive to businesses and offer brokerage services to best match the interests of businesses and stakeholders.

31. The Education Unit is working with the City Corporation's family of schools to ensure that opportunities to share best practice are developed, with one area of particular focus being to ensure that students have access to a full range of careers advice and employability initiatives. As part of this work a Directors of Sixth Form meeting has been established, conversations with the Heads of Careers have taken place, and an engagement programme for students is being developed for the next academic year.
32. A further challenge over the coming years will be how best to maximise support for a growing family of schools within the available capacity and resources of the Corporate Responsibility Team in the EDO and Education Unit in DCCS.

Business engagement and programme development

33. Feedback from partner organisations, stakeholders and businesses on the work City Corporation undertakes on employability and employment is positive. However, officer experience shows that whilst businesses are keen to engage in activities that support school pupils and other young people, fewer businesses are actively interested in engaging with employment issues outside of the education system or the 'young people' age group.
34. To address this, officers support and encourage employers to direct their efforts to areas or specific groups where there is unfulfilled need and a demand for employer engagement on employment related issues. City Action are currently undertaking an audit of their charity partners to identify areas and themes where there is a need for employability support for specific target groups and where volunteering activity can be directed, e.g. charities working with homeless clients, mental health issues, disabilities. Officers are also undertaking some 'fact-finding' on the awareness of and attitudes to apprenticeships amongst City businesses to understand more about the low levels of take up amongst City employers.
35. Partner organisations are especially keen to secure entry-level roles, work experience and apprenticeships in City firms for their clients. This is an area where there is significant interest and demand from stakeholders, including Government and where further involvement from City businesses and provision of more employment opportunities would be welcomed.
36. This is a central area of work for the new Business Engagement Manager. In particular, balancing the, currently limited, appetite from businesses for such activity with the level of interest from government and other stakeholders with the capacity and resources of the City Corporation. There is also potential to capitalise on existing interest from City businesses in the general area of employability to increase the numbers of businesses engaged in employment work e.g. offering jobs, work placements or apprenticeships.

Conclusion

37. Overall, a significant amount of work is underway across the City Corporation to support education to employment. Since the publication of the Education Strategy, various elements of work have been adapted and altered to meet the priorities in the strategy and the changing landscape of this agenda.

38. Further work is underway to coordinate and improve how the City Corporation manages this work internally and provides a clear and coherent offer to businesses and stakeholders and maximises the impact of what we do.

Appendices

- Appendix 1 – Education Strategy 2013-15, Strategic Objective 4 ‘education to employment’ recommendations
- Appendix 2 - summary of programmes supporting employability and employment
- Appendix 3 – flyer circulated to schools in neighbouring boroughs
- Appendix 4 – lines of accountability for employability activity
- Appendix 5 – mapping a pathway to employment

Background Papers

Previous reports to Committee on this subject:

‘Overview of the City’s Spending on Education Related Activities’ (Education Board 15 January 2015)

‘Update on Education Strategy action to enhance co-ordination and focus of employer-facing employability programmes’ (Policy & Resources Committee 8 May 2014)

Claire Tunley

Business Engagement Manager
Economic Development Office

T: 020 7332 3077

E: claire.tunley@cityoflondon.gov.uk

Appendix 1

Education Strategy 2013-15, Strategic Objective 4 'education to employment' recommendations

- a. All City employability programmes and initiatives are integrated and focused on the City's priorities
- b. Raise awareness among the City of London business community, specifically small and medium sized enterprises, of the value of and need for business engagement in improving the employability of young people
- c. Identify gaps in the provision of education-business link activity across London and explore ways to improve and sustain this provision
- d. Raise awareness of the extent of employability provision provided by the City amongst schools in the neighbouring boroughs, with a specific focus on the City academies

Appendix 2 Summary of programmes

Academies

1. Since 2013, the following support has been provided to the City's sponsored Academies to enhance work related learning and boost employability skills:
 - **City of London Academy Southwark (COLAS)** - As sole sponsor of Southwark Academy, priority has been given to the school for the Aspiration Academy programme. As a result, 96 volunteers have delivered and facilitated activities that directly benefit students at the school over the last two years. These include aspiration-raising activities such as CV and interview master classes, career talks and work experience placements. City Corporation volunteers have also supported the Academy's careers fair, which reached approximately 700 students.
 - **The City Academy Hackney (TCAH)** - A work-related learning audit was undertaken with TCAH to identify gaps and develop a programme of activity with co-sponsors KPMG. 61 City Corporation volunteers have supported TCAH since 2013 on activities which include: access tutoring (subject tutoring to improve grades and increase chances of getting into elite universities), personal advisers (supporting students to achieve academic goals), workplace visits and curriculum presentations.
 - **City of London Academy Islington (COLAI)** - Attempts have been made to engage with COLAI, however the school has chosen to focus on academic attainment for the time being. Nonetheless, volunteers have supported COLAI through projects delivered by intermediaries, as detailed below.
 - **Co-ordinated support for Academies** - Since 2013, 24 City Corporation volunteers have supported work-related learning activities that benefit more than one Academy. Examples include a Science Technology Engineering and Maths (STEM) careers fair delivered by the Science Council in partnership with the City Corporation which benefitted over 400 pupils; Bridging the Gap, an aspiration raising event with the aim of supporting students at risk of becoming 'NEET' to gain confidence and realise their potential; and 'Sculpture in the City' workshops delivered by Open City. As an example of the impact of interventions: 98% of students surveyed at the 'Bridging the Gap' event said they felt more positive about their future as a result of the workshop.
 - **Work experience** - Since 2013, 37 students (year 10 and 12) from both the Hackney and Southwark Academies have benefitted from work experience placements at the City Corporation. 100% of work experience students surveyed in 2013/14 said they had a better understanding of the skills employers are looking for as a result of their placement.

Other schools in neighbouring boroughs

2. The City Corporation has a long history of supporting Education Business Partnerships (EBPs), which provide critical links between schools and businesses. In the last two years, the City Corporation has supported Tower Hamlets EBP to deliver two secondary school employability programmes, 'Head to Head' and 'Getting Ahead'. This contribution enabled over 900 students in Tower Hamlets to access support with interview and job preparation. In the same period, City Corporation has also supported Inspire!, Hackney's EBP, to deliver 'Work Week' in primary schools (with a focus on TCAH's feeder schools), and 'Careers Carousel' in secondary schools. Through these programmes over 7,000 students in Hackney have accessed employability support in the last two years.
3. Over the last two years, the Corporate Responsibility team in the Economic Development Office (EDO) has enabled 360 volunteers to support Tower Hamlets EBP and Inspire!. This includes 300 volunteers from City businesses that have been placed by City Action, our employee volunteering brokerage service for businesses in the Square Mile, as well as 60 City Corporation employee volunteers.
4. City Action has also placed approximately 200 volunteers from City businesses in the last two years to support employability with school-age children through a range of community organisations directly (i.e. not through the EBPs). Activities include mentoring, CV and interview preparation, career talks and financial literacy workshops.
5. The City Corporation also provides SGOSS, the school governor charity, with an annual subscription to contribute to staffing costs and marketing, with a focus on securing governors with business skills and experience for schools in the City's neighbouring boroughs. SGOSS place over 500 governors each year.
6. There are also a number of programmes supported by the City Corporation (EDO) but delivered by third parties with the aim of raising the aspirations and employability of school pupils in the City and City Fringe boroughs:
 - **Heart of the City: Schools to Business** – An online tool that provides resources to enable companies of any size and sector to engage directly with local schools and run activity sessions that enhance students' skills for work. The initiative was initially run as a pilot and was rolled out nationally in 2014. Since May 2013 the resources have been downloaded 1,379 times from the website.
 - **Subjects in the City** – A pilot to bring together City business employee volunteers and secondary school teachers in neighbouring boroughs to bring the world of work into lessons, by incorporating activities related to careers in typical City-type businesses, and to raise awareness among teachers of careers in the City.

- **City Careers Open House** (secondary & primary schools) – Provides groups of secondary school pupils with half day tours of a City firm, visiting a range of departments and interacting with employee volunteers to raise awareness of City type jobs.
- **Career Academies UK** - provides a two-year business studies course (and work placement) for middle achieving sixth formers from diverse backgrounds, leading to qualifications equivalent to three A-levels.
- **Teach First's 'Futures' programme** – this programme supports high achieving sixth form students to develop the skills needed to gain a place at a top university.
- **Future First Network 'Inspiring City Role Models' programme** – helps state schools build and manage an alumni community easily and inexpensively, linking City workers to their schools in neighbouring boroughs as role models.
- **Teen Tech City** - this is a one day event that aims to change the perceptions for Science, Technology, Engineering and Maths (STEM) careers in the UK. The day is intended to act as a catalyst for the STEM industry to engage with schools from disadvantaged areas.
- **Connecting Tech City** – The Centre for London's initiative aiming to build a digital platform to connect local young people to training, skills and employment offered by businesses in the tech cluster.

Employability and Employment

City Corporation activity

- **City Business Traineeships** - Provides talented A-level school leavers from the City fringes with paid summer internships in City businesses, concluding with an autumn awards ceremony hosted by the Lord Mayor.
- **City Opportunities** - This project raises the aspirations of young care leavers through a one week series of workshops led by City firms on choosing a career, the roles available in the City and the skills needed. Participants are then offered the opportunity to be matched with a mentor from a City business to start a 6-month programme of support.
- **Recruitment** via London Works/ Square Mile Jobs/ Cheapside & Aldgate Employment Project - These projects offer a job brokerage (recruitment) service to local businesses, supporting them to fill entry level roles with candidates from the City and City fringes.
- **Self-employment support** - Advice, training and workshops for people in the City of London and immediately neighbouring boroughs on self-employment and starting a business.

- **Apprenticeships** - funded by the Skills Funding agency, the City Corporation runs a comprehensive apprenticeship programme. A core element of the apprenticeship programme is to source apprenticeship opportunities from employers, then match and support apprentices during their placement. The programme seeks to engage 80 new apprentices each year and primarily recruits 16-24 year olds. Employers that are engaged in the programme are supported through employer forums that provide an opportunity for employers to discuss issues that are faced within the workplace. The team also provides mentoring for staff within the companies that have employed apprentices.

City Bridge Trust employability activity

- City Bridge Trust (CBT) supports charitable activity across Greater London. Its latest programmes were launched in September 2013 and support a wide range of need in London. Programmes that support employability are set out below:
- **Youth Offer** - This programme works within all 32 London boroughs to help tackle the intractable problem of youth unemployment. Each London local authority was invited to apply for a grant of up to £100,000 to work with a voluntary sector partner or partners to help young people not in education, employment or training (NEETs) find pathways into employment. Recognising that NEETs are not a homogenous group, and that the barriers to finding employment are varied and complex, this initiative is enabling local authorities and the voluntary sector to work together to find locally sensitive and flexible approaches to help remove these barriers.
- **The Prince's Trust** - City Bridge Trust has committed to grant £1m p.a. to support The Prince's Trust's delivery in London, for 10 years starting in April 2015. The overall goal of this partnership is to approach and support the hardest to reach young people in London that are furthest from employment. The Prince's Trust hope to deliver this aim pan-London through 'Outreach' programmes, whilst establishing deeper community engagements from their centres in Kennington and Poplar.
- **Arts Apprenticeships** - In partnership with the Arts Council, CBT are match funding the Creative Employment Programme (CEP) which supports arts organisations to employ apprentices. 19 awards have been made so far.
- **Investing in Londoners** - CBT funds employability work where it meets the *Investing in Londoners* programme. This most usually comes under the 'Making London more inclusive' theme (the disability programme); 'Improving Londoners' Mental Health'; and 'Improving London's Environment' (horticultural training etc.) as well as work with offenders and ex-offenders. CBT fund ESOL (English for Speakers of

Other Languages) work up to Level 2 – lack of language skills can be a major obstacle to securing employment.

- **Moving on Up** (funding collaboration with Trust for London) – Last year, City Bridge Trust approved a grant of £400,000 for a collaboration with Trust for London which has committed £500,000 to the initiative. The aim of the initiative is to increase employment rates among young black men (the unemployment rate among young black men is more than double that of young white men and young black men have a higher unemployment rate than young men and women from all other ethnic groups).
- **Ladder for London** - The Trust has also provided funding for the Evening Standard's apprenticeship initiative. The funding supported 10 apprenticeships in the City of London Corporation, all of which are now complete.
- CBT also makes grants to support volunteering which can often provide a valuable pathway into employment. Approximately two-thirds of the grants it awards support posts within voluntary sector organisations, another way in which it creates employment.

Central London Forward

- Central London Forward (CLF) is a sub-regional partnership created by the eight central London Boroughs² and works on issues of mutual interest to its partners. In recent years, CLF has commenced three major programmes of activity on employment issues:
- **The CLF Employability Pilot 'Into Work'** - This project is a cross-borough employment support project which aims to support 1,200 unemployed Central London residents with job specific training in the two years from June 2014. The project aims to move 800 of these residents into employment with 600 of them remaining in work for 26 weeks in a range of sectors; hospitality, catering, business services etc. The project is funded by £2m from City Bridge Trust and is being delivered by six charities and community interest companies in partnership with employers, local authorities and Job Centre Plus. Employers benefit from having a pool of work ready candidates for entry-level jobs and candidates are able to have access to Central London's thriving labour market.
- **Construction Job Brokerage project 'Construction Careers'** - This project supports unemployed residents of Central London to secure employment in the construction sector and provides construction contractors with access to a pool of work-ready candidates. Each of the eight CLF member boroughs has committed £250k providing a total of £2m for the two year programme. The programme involves key

² Camden, City of London, Islington, Kensington & Chelsea, Lambeth, Southwark, Westminster, and Wandsworth.

construction contractors and will provide industry specific skills that are in demand on Central London construction sites. Work will also be done with local schools and colleges to promote construction as a potential career. Delivery of the programme will start in mid-2015 and aims to support 500 people to access jobs over two years.

- **Working Capital** – this £11m programme will run for five years and test a radical new model to support nearly 4,000 Central London residents who claim Employment Support Allowance, (the main out-of-work benefit for people with long term health problems) but have left the national Work Programme after two years without finding long term employment. Working Capital will commence in mid-2015 and a team of two staff will be recruited to manage and monitor this complex programme. It forms part of London's devolution Growth Deal and is wholly funded by the London Enterprise Panel's European Social Fund (ESF). As part of London's bid for devolution it is designed to show that locally designed solutions create better outcomes for people than national programmes.

Appendix 3

Leaflet for City's academies detailing employability support available.

City of London opportunities for City Academy students!

The **City of London Corporation** supports and promotes the Square Mile, the world's leading international financial services centre. **The Corporation delivers and funds a range of projects that provide training, work experience and links to employment for local students.**

Key stages 3 & 4

[Personal Advisors](#) Years 7 - 8

City of London employee volunteers meet with students every 3 weeks to provide mentoring support to enable pupils to meet their academic support. Email corporate.responsibility@cityoflondon.gov.uk

[City Careers Open House](#) Years 8-10

Students are given the opportunity to visit a City firm including a tour of the building and the opportunity to meet employees from a range of departments. Click link above or email partnerships@cityoflondon.gov.uk

[Year 10 Work Experience](#) Year 10

Students can gain experience at the City Corporation. Email corporate.responsibility@cityoflondon.gov.uk

[The City Careers Fact file](#) All years

Interactive careers tool for careers advisers & students. Click link above or email partnerships@cityoflondon.gov.uk

[Future First](#) All years

An alumni network identifying a bank of potential ex-student volunteers to act as mentors, fundraisers, donors and prospective school governors. Click link above or email partnerships@cityoflondon.gov.uk

[SchoolstoBusiness.org](#) All years

Free lesson plans for employability sessions / top tips to help businesses and schools work together. Click link above.

[Careers and Work-related learning activities](#) All years

City of London employees are available to share views on their career journeys, attend careers fairs and provide interview/CV writing training for pupils. Email corporate.responsibility@cityoflondon.gov.uk

[Getting PAID](#) Year 10

City of London volunteers spend a day guiding students through job descriptions, CVs and interview/presentation skills. Email corporate.responsibility@cityoflondon.gov.uk

[Access Tutoring Project](#) Year 11

City of London employees can tutor students in an academic subject for one hour per week, increasing their confidence and attainment at GCSE in that subject. Email corporate.responsibility@cityoflondon.gov.uk

Key stage 5

[Career Academies UK](#) Years 12 – 13

Students can access curriculum enhancements such as visiting speakers, mentoring by employee volunteers, six-week paid internships, employer-led seminars. Click link above or email partnerships@cityoflondon.gov.uk

[Futures Programme](#) Years 12 - 13

Supports high-achieving students from City fringe boroughs to develop the skills needed to gain a place at a top UK university. Click link above or email partnerships@cityoflondon.gov.uk

[City of London Business Traineeship \(CBT\) programme](#) Year 13

Students from schools and colleges in the boroughs surrounding the City are matched into paid summer work placements in City businesses. Click link above or email partnerships@cityoflondon.gov.uk

[City of London Apprenticeships Programme](#) School leavers

From business admin to IT, property, health and social care and more, the City Corporation's apprenticeships programme can help school-leavers access high-quality apprenticeships across a range of different employers. For further info contact apprenticeships@cityoflondon.gov.uk

[Year 12/13 Work Experience](#) Year 12 - 13

Students can gain experience at the City Corporation. Email corporate.responsibility@cityoflondon.gov.uk



Appendix 4

Lines of accountability on City Corporation employability activity

Context and key aims

As a central part of its 'London offer' the City Corporation supports a range of activities to improve employability among communities in wider London (as well as in the City itself), much of which is underpinned by business involvement.

This work principally supports the strategic aim of the Corporate Plan '*To provide valued services to London and the nation*', sitting mainly within Key Policy Priority 4: '*Maximising the opportunities and benefits afforded by our role in supporting London's communities*'.

Governance

Decision-making for the various programmes rests with the relevant Committees, with the Education Board also having an oversight of any which focus on making the link from education to employment. This is reflected in the Education Strategy.

What we do: priority activities

Flowing from the Corporate Plan and through departmental business plans, the City Corporation's employability offer spans the following key activities:

	Lead department	Primary responsible Committee	
<ul style="list-style-type: none"> • Delivery of an apprenticeships and traineeships (effectively pre-apprenticeships) programme³ 	Community & Children's Services	Community & Children's Services	Education Board oversight
<ul style="list-style-type: none"> • Supporting the delivery of major pilot employability initiatives through the Central London Forward partnership in response to needs identified by the partnership 	Central London Forward	Policy & Resources (and Board of Central London Forward)	
<ul style="list-style-type: none"> • The City Bridge Trust grants programmes support employability initiatives across Greater London 	City Bridge Trust	City Bridge Trust	
<ul style="list-style-type: none"> • Review the CoLC's own internal employment/recruitment procedures to clarify approach to e.g. hosting work placements, apprentices 	Corporate HR	Establishment	
<ul style="list-style-type: none"> • Oversight and monitoring of the City of London's sponsorship of its Academies 	Community & Children's Services	Education Board	
<ul style="list-style-type: none"> • Engagement of City businesses in recruiting from local communities 	Economic Development Office	Policy and Resources	

³ I.e. engagement and briefing of employers; recruiting and screening candidates; managing and delivering training element.

<ul style="list-style-type: none"> Promotion of work placements in the City for residents of neighbouring boroughs 	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> Work with City businesses to raise the aspirations of young people in neighbouring boroughs and their awareness of career opportunities 	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> Improvement of job brokerage and employment support in neighbouring boroughs relating to jobs in the City 	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> Facilitation of employment and training of residents of neighbouring boroughs on City construction sites 	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> Engagement of City business (and City Corporation) volunteers in a range of employability activities 	Economic Development Office	Policy and Resources	

Co-ordination of the above is achieved in two key ways: i) through an Employability Group⁴ involving key officers leading each workstream and ii) the recently created post of Business Engagement Manager in EDO, focusing on co-ordinating the City Corporation's employability offer to businesses.

Where?

Employability activities are delivered across a number of different geographies:

- The City's seven immediately neighbouring boroughs (final six activities above, led by EDO);
- Greater London (City Bridge Trust grants; apprenticeships programme);
- Central London (the City's neighbouring boroughs excluding Hackney and Tower Hamlets but including Kensington & Chelsea and Wandsworth, led by Central London Forward);

For whom?

Target groups vary from initiative to initiative but all respond to identified needs and to tackling disadvantage within the areas in question and include (among others):

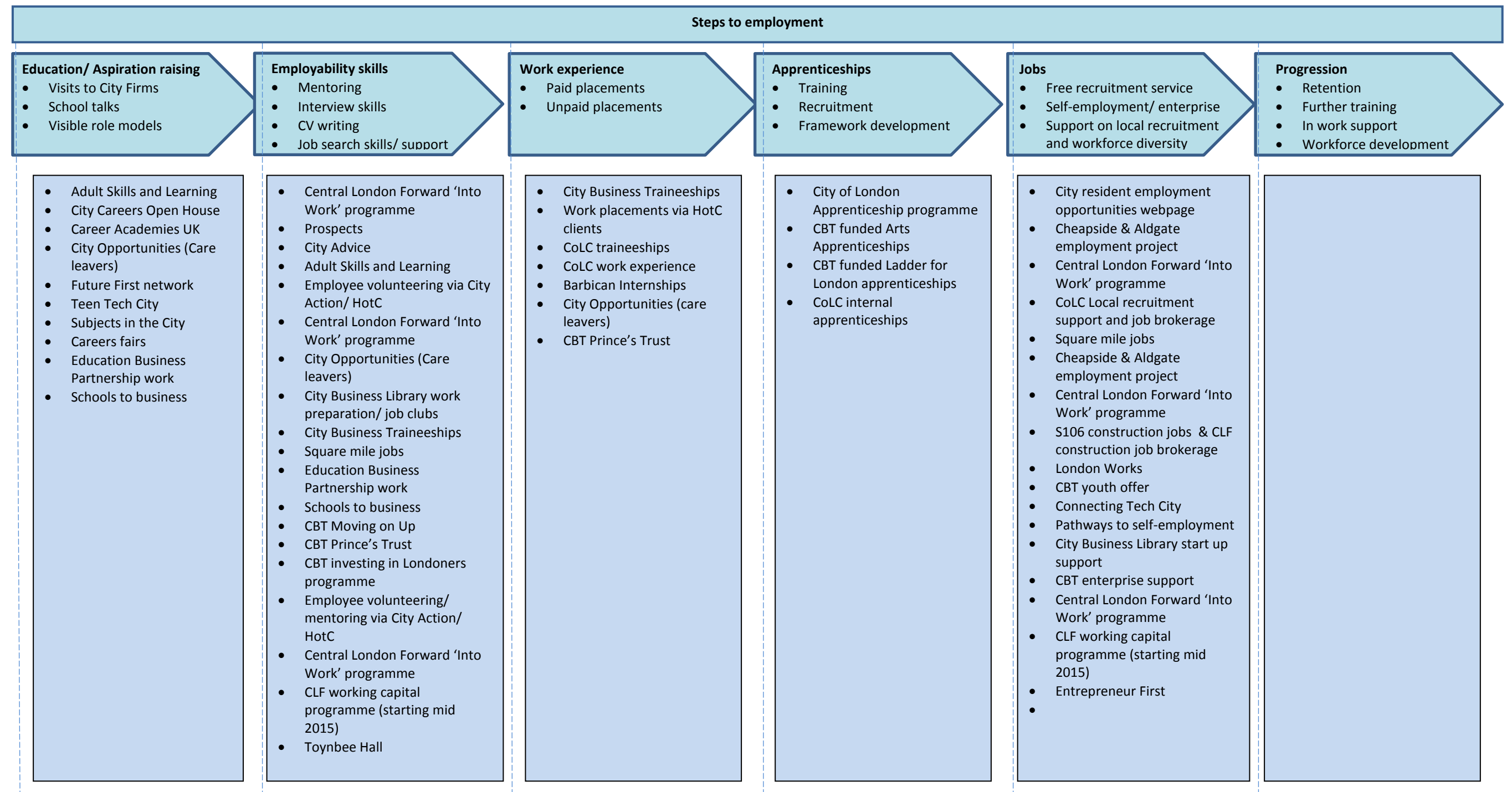
Unemployed people (some long-term)	Students at schools within neighbouring boroughs
Young people not in education, employment and training (NEETs) or at risk of becoming NEET	Ex-offenders
Care-leavers	

⁴ An officer group with overview of all COL/ CBT employability/ aspiration raising projects. Membership: EDO (Liz Skelcher (Chair), David Pack, Noa Burger, Claire Tunley) DCCS (Neal Hounsell, Barbara Hamilton, Josh Burton), HR (Carolyn Wadey), City Bridge Trust (Jenny Field), City Business Library (Sara Pink), Culture Heritage & Libraries (Geoff Pick), Barbican/ GSMD (Thomas Hardy), PRO (Greg Williams), Town Clerk's Office (Sue Baxter), Central London Forward (Jim Jessop).

Appendix 5
Mapping a pathway to employment and City Corporation programmes that support this.

Mapping what we do to support people into employment - April 2015

This diagram maps the activities funded or delivered by the City of London Corporation to support people into employment. Activities are grouped under headings that show the steps towards employment recognising that individuals may not necessarily go through all steps. Please note that the chart does not include all training and skills activity and the geography covered by each programme varies.



Underlying barriers to employment (e.g. money/ benefits, housing, health, travel, childcare, literacy/ numeracy/ languages) are addressed by City Advice other services/ agencies and not mapped here