Appendix One - Digital Skills Strategy, Proposed Final Version
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Digital Skills Strategy, 2018-23
Shaping tomorrow's City today

Foreword by the Lord Mayor and the Chairman of Policy and Resources

From water and steam, to electric power, to electronics and information technology, we are now well into the Fourth Industrial Revolution. This time, it is about harnessing *digital* power. Digital encourages us to think without boundaries or limits. It empowers us to re-think the art of the possible for individuals, communities, places and the economy. In all areas of our lives we are feeling the impact and the rapid rate of change of the digital revolution.

We have been longstanding champions of the role of the City of London Corporation in shaping tomorrow's City today. This strategy will play a major role in bringing in those changes. It outlines the activities that we will prioritise to ensure that people and businesses are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive.

The City Corporation understands the importance of supporting the digital sector – one of the fastest growing sectors in the UK. In London this is particularly the case as the capital has developed and maintained its status as a global hub for digital innovation. Through organisations like Tech Nation, London's digital expertise is increasingly mirrored across the UK. As a result, we are committed to supporting the digital sector in London, with a specific focus on the City – the financial and commercial heart of the UK economy – and working with other cities across the UK to support a truly digital nation.

The UK has much to be proud of in terms of our contribution to digital innovation. We must continue to find new ways to unlock our creative and competitive edge. We want to work with individuals and communities – across business, education, and charities – to think about how we can use digital skills to compete in the ever-changing modern world. We want to progress at speed to prepare people for jobs now and in the future, filling any skills gaps or shortages that are identified, and ensuring that no one is left behind digitally.

Alderman Peter Estlin	**Catherine McGuinness**
The Rt Hon the Lord Mayor	Chairman, Policy and Resources

September 2018

EXECUTIVE SUMMARY: Digital Skills Strategy at the City of London Corporation, 2018 – 23
Shaping tomorrow's City today

About us:

The City Corporation's reach extends far beyond the boundaries of the Square Mile and the City, across the private, public, charitable and community sectors. Our digital skills strategy supports the aims set out in our Corporate Plan for 2018-23 to contribute to a flourishing society, support a thriving economy and shape outstanding environments.

Our vision:

People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Our outcomes:

1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
2. People and businesses have the digital skills they need to thrive in all aspects of their lives.

Who we will work with:

- The residents, learners and workers we work with directly.
- The businesses we support in the City, London and beyond and government.
- The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

Our priorities:

Digital Competitiveness	Digital Creativity	Digital Citizenship
Our activities:		
Working with businesses we will explore the ways in which we can: • Support digital innovation and enterprise. • Enable businesses to better protect themselves from cyber attack. Links to Corporate Plan Outcomes 5, 6, 7, 8.	Working with businesses, educators and civil society, we will consider how we can: • Raise educational aspiration and attainment in terms of digital skills. • Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies. Links to Corporate Plan Outcomes 3, 8, 10.	Working with individuals and communities, we will consider how we can: • Use digital skills to address barriers and gaps to improve access and participation. • Use digital skills to connect the capital, enable positive transitions and provide advice and support. • Improve cyber, digital and financial inclusion and safety. Links to Corporate Plan Outcomes 1, 2, 3, 4.

Implementing this strategy:

We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, in order to deliver the vision, priorities, outcomes and activities set out in this strategy, developing responses and interventions to the issues and opportunities that digital skills present society and the economy. We will promote and share our learning, championing the DQ™ digital intelligence framework as part of this. We will look outwards to identify where we want to intervene and track our impact.

Definition of digital skills:

Digital skills are the set of skills, attitudes and values which will enable people to thrive and flourish in current and future digital environments.

Introduction

Purpose of this strategy

This strategy sets out the City of London Corporation's (City Corporation) vision, approach and commitment to digital skills from 2018-23, and will guide our digital skills work internally and externally.

There is already a clear focus on digital skills across many areas of our existing work, including employability, education, skills and cultural learning, which this strategy will develop further. It also aligns with our wider organisational ambitions as set out in our Corporate Plan for 2018-23.

How this strategy was developed

The development of this strategy has been overseen by key senior officers and elected Members at the City Corporation, alongside a dedicated cross-departmental Digital Skills Group. The group has included representation from our community and children's services, our education team, our economic development team, and City Bridge Trust – London's largest charitable funder. Together, they have assessed the effectiveness of our existing digital skills work and consulted externally with a wide range of individuals and organisations that are expert in digital skills, to identify the key areas of focus in this strategy, and the gaps, overlaps and best practice we can use to support with this.

Defining digital and digital skills

We consider digital to be an enabler which supports individuals, communities, businesses, government, the charitable and community sector and others to build skills, capabilities and value across a range of activities and processes, using data and advanced computerised technologies. Ultimately, digital skills are a set of skills, attitudes and values that enable people and businesses to thrive and flourish in current and future digital environments.

Digital skills and society

The UK Government's Industrial Strategy, produced by the Department for Business, Energy and Industrial Strategy in 2017, sets out a vision for building an economy that works for everyone. Alongside this, the Government published its digital strategy for a digital economy. It sets out seven strands of work that prioritise the availability of the necessary digital infrastructure throughout the UK for businesses to thrive and grow and for the UK to be the safest place in the world to live and work online. It cites several key enablers for this, including the safe use of data, the tools with which to start and grow businesses in the UK effectively, provision for all existing businesses to become a digital business, and support for everyone to have access to the digital skills they need.

The continued success and competitiveness of our economy depends on a skilled, talented and creative workforce, as well as engaged and included citizens. However, research and feedback from government, schools and employers regularly

show that a paucity of digital skills training in schools, or through higher education, is resulting in too few skilled individuals being prepared to enter the workforce and contribute to the digital economy.

This supply and demand imbalance is a challenge that needs addressing in many ways. The City is looking at what the Financial and Professional Services sector can do to ensure it has the digital workforce it needs. Creativity within digital skills partners well with the City Corporation's emphasis on 'fusion skills', within our education, skills and cultural learning offer, which prioritises the pursuit of so called 'soft' and creative skills, alongside technical and digital skills, in order to succeed in the digital age.

This issue is further exacerbated by an increased demand for skills experience, particularly digital and creative skills, within their existing and future workforces. Furthermore, given the pace of change in digital technologies, this requires a commitment from employers to learning and development, including lifelong learning opportunities, to ensure that they have workforces with the creative, specialist and soft skills they need to thrive within the digital age.

Ensuring that citizens are digitally engaged and included comes with both challenges and opportunities. Access to digital technologies and the skills with which to use them effectively can reduce vulnerabilities, isolation and the barriers and gaps that prevent access and participation. The UK Government's Digital Inclusion Strategy, published in 2014, calls for all people to access, use and benefit from the internet, by ensuring access to the internet is readily available and affordable, and that citizens are then equipped with the skills, motivation and trust to use the internet effectively.

There is already much research and thinking available on what it means to be a digital citizen that is part of a digital society and economy. Digital technologies are being used to support our engagement with all facets of society, including business, education, politics, government and more. Through this strategy, we will lead and convene cross-sectoral and cross-generational thinking on the best ways in which to respond to existing and emerging digital skills and opportunities identified. We are committed to supporting people and businesses to thrive by having the skills they need to take advantage of existing and emerging digital technologies and innovations.

Our vision

People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Our priorities and outcomes

Over the next five years, working in partnership with others, we will prioritise digital competitiveness, digital creativity and digital citizenship.

These three inter-connected strands translate into the following outcomes:

1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
2. People have the digital skills they need to thrive in all aspects of their lives.

Who we will work with

We intend to work in partnership with businesses and employers and government, the charitable and community sectors, and our schools, cultural institutions and libraries to co-design and deliver the activities associated with this strategy.

Our work will be aimed at benefitting the residents, workers and learners we support across our existing portfolios of work, including the 11,228 pupils that attend our family of schools. This will mean that we work with people both in and out of work who are participating in education, training or lifelong learning activities. We will also target our work towards people and communities that are at risk of being left behind, due to a lack of digital skills, to address the implications that this has on their ability to manage their finances, their health, their wellbeing, their social capital and connections and much more.

This strategy is a priority throughout the organisation, including the City of London Police, with committed leadership being offered jointly through our education and economic development teams, who will target businesses and employers and the pupils at our schools primarily. Support is also being offered from City Bridge Trust, the Lord Mayor's Appeal Charity and our Department of Community and Children's Services to work with people and communities at risk of being left behind.

What we will do

This strategy will prioritise the following kinds of digital skills activities:

1. **Digital Competitiveness**

   We will:

   - Convene stakeholders in a range of ways to understand and help to define the digital skills requirement for the future world of work, and how these will be met.
   - Support businesses in the City, including leaders within the financial and professional services sector, as they manage the impact of digital changes on their businesses and workers.
   - In partnership with others, explore ways to address existing and emerging skills gaps that businesses have identified, e.g. cyber security.

2. **Digital Creativity**

   We will:

   - Prepare our learners, for the jobs of the future, by raising their educational aspiration and attainment, in terms of the necessary behaviours, attitudes,

competencies and digital skills, through careers advice, guidance, the curriculum, lifelong learning, and training.

- Offer meaningful work experience to our learners, to prepare them better for the digital world of work.
- Work with others to identify impactful digital ideas that can be scaled and developed by our learners, in partnership with others.
- Inspire under-represented groups to pursue technology and digital roles.

3. **Digital Citizenship:**

We will:

- Consider the role of digital and digital skills in removing barriers, overcoming gaps and improving access and participation in the activities and services that we deliver to our residents, workers and learners.
- Support charitable and community sector organisations which meet the funding guidelines of City Bridge Trust's Bridging Divides strategy to enhance their digital skills and related activities for the people and communities they support.

This strategy builds on our existing work to raise awareness and respond to the different needs of our stakeholders in terms of digital skills – particularly in terms of the work we do in our schools and with businesses in the City. In partnership with others, we have already started to design and implement, the following:

- **Influencing events:** Convening events that bring together different generations and different sectors to consider the digital skills issues of the day and their solutions.
- **A curriculum pilot:** A trial aimed at 165 Year 7 students at the City of London Academy Islington from 2018, with a further rollout to 240 Year 7 students at City of London Academy Highbury Grove in September 2019. The trial is a collaboration between pupils, learners, businesses and educators, which combines formal and informal learning methods to equip our pupils with the digital skills they require to thrive in digital work and non-work environments.
- **She Can Be:** A programme to inspire women and girls to take up careers in the City, including in technology and digital roles.
- **Work readiness:** Activities that explore the role of digital apps, such as Workfinder, in supporting young people from all social and economic backgrounds to access meaningful work experience in City businesses, as well as preparing learners and workers for the jobs of the future through careers advice, guidance, lifelong learning, education and training.

Links to other strategies

This strategy supports the City Corporation to fulfil its vision, as outlined in its Corporate Plan for 2018-23, for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'*. We aim to do this by *contributing to a flourishing society, shaping outstanding environments and supporting a thriving economy,* which involves strengthening the character, capacity

and connections of the City, London and the UK for the benefit of people who live, learn, work and visit here. It supports the following outcomes in the Plan:

- Outcome 1: People are safe and feel safe.
- Outcome 2: People enjoy good health and wellbeing.
- Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
- Outcome 4: Communities are cohesive and have the facilities they need.
- Outcome 5: Businesses are trusted and socially and environmentally responsible.
- Outcome 6: We have the world's best legal and regulatory framework and access to global markets.
- Outcome 7: We are a global hub for innovation in finance and professional services, commerce and culture.
- Outcome 8: We have access to the skills and talent we need.
- Outcome 10: We inspire enterprise, excellence, creativity and collaboration.

It also links to our strategies on: Employability, Education, Skills, Cultural and Creative Learning, Bridging Divides (City Bridge Trust's five-year strategy), Philanthropy, Social Mobility, Culture, Culture Mile, Culture Mile Learning and Cyber Security. The diagram below shows the ways in which these strategies, and several others, connect together.
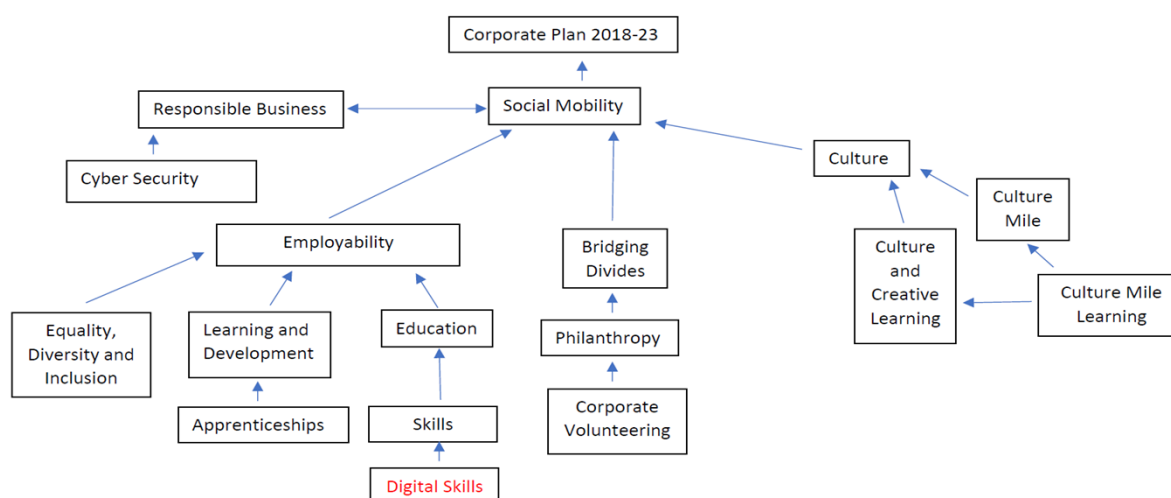
Implementation and measurement

To deliver this strategy successfully, the City Corporation will work in partnership with others to further define and understand the issues and opportunities that the digital skills agenda presents people and businesses we work with. Every activity or intervention that we deliver will be embedded within the relevant parts of the organisation, and their impact and effectiveness will be measured in terms of:

1. Its delivery of the vision, priorities, outcomes and activities within this strategy.

2. Its correlation to the sum of technical, mental and social competencies essential to digital life, as outlined by The DQ™ Institute, in the form of eight core digital skills in the DQ™ 'digital intelligence' framework below.

Conclusion

We are pleased to make a five-year commitment to digital skills through this strategy. The key measure of success for this strategy is that businesses and other communities and stakeholders that we support, including our residents, learners and workers, will have the digital skills they need to thrive in a digital economy and society. We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, sharing our learning, including our use and support for the DQ™ framework, with the stakeholders we work with internally and externally from different sectors and with a global outlook.