

Appendix One - Social Mobility Strategy – Proposed Final Version
Strategy Author: Sufina Ahmad, Corporate Strategy Manager

Social Mobility Strategy, 2018-28
Potential today, success tomorrow

Foreword by the Chairman of Policy and Resources and the Town Clerk

The City of London Corporation is dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally-successful UK. Achieving greater social mobility is a central part of this, and something we wish to see championed at every level of the City Corporation.

Through this 10-year strategy, we will promote and implement activities that facilitate better social mobility with our resident and worker populations, businesses in the City, the charities and good causes we support through our charitable funding, learners across our family of schools and through the other stakeholder groups we work with regularly including government and policy makers.

This strategy represents an opportunity to effect real and lasting change and requires a sustained commitment from us all to act to ensure that where a person starts in life does not act as a barrier to success and progression in the future.

We look forward to you joining us as we seek to lead by example and meet our ambition of ensuring that potential today, succeeds tomorrow.

Deputy Catherine McGuinness
Chairman of Policy and Resources
Committee

John Barradell
Town Clerk and Chief Executive

September 2018

Social Mobility Strategy, 2018 – 28: *Potential today, success tomorrow*

Executive Summary

Our definition of social mobility

The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.

Why us

The City of London Corporation is committed to championing social mobility throughout our work internally and with our unique combination of stakeholders spanning the private, public, charitable and community sectors across the Square Mile, the City, London, the UK and beyond.

Social mobility is a key organisational priority outlined in our Corporate Plan (CP) for 2018-23, which will help to deliver our aims to contribute to a flourishing society and support a thriving economy.

Who we will work with

Our resident and worker population, businesses in the City, the charities and good causes we support through our charitable giving, our learners across our family of schools and cultural institutions, government and policy makers.

Our Vision

People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

Our Aim

To bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.

Our Outcomes

Everyone can develop the skills and talent they need to thrive.

Links to CP Outcome 3

Opportunity is accessed more evenly and equally across society.

Links to CP Outcome 3

Businesses and organisations are representative and trusted.

Links to CP Outcome 8

We role model and enable social mobility in the way we operate as an organisation and employer.

Links to CP Outcome 5

Our Activities

- Prepare our learners for the jobs of the future.
- Raise educational and employment aspiration and attainment.

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.
- Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

- Promote and encourage the need for and benefits of social mobility across business and government.
- Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

- Identify and address barriers to employment and progression inclusively.
- Review our organisational working practices to ensure that these do not act as barriers to social mobility.
- Champion equality, diversity and inclusion.

Our Success Measures

Over the next 10 years, we will be a valued advocate and thought leader for social mobility, committing to collaboration, partnership work, innovation and longitudinal evaluation, to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond. We won't just work to level the playing field, we will make it fairer too.

Introduction

Purpose of this strategy

This strategy sets out the City of London Corporation's (City Corporation) vision, approach and commitment to social mobility over the next 10 years. It will guide all the work we do internally and externally. Social mobility is already a common and well-supported theme across different parts of our organisation, and this strategy enables us to build on our experience. It also aligns us to other ambitions highlighted in our Corporate Plan for 2018-23, including our commitment to be a responsible business that creates positive impact and reduces negative impact across all our activities and decisions.

The focus of this strategy is the City Corporation's ambition to play a leading role in encouraging social mobility, in a society where people can flourish and reach their full potential – regardless of their socio-economic background. This means that we want to bridge and reduce the social and economic divides that people experience, by supporting businesses, organisations and central and local government to understand and deliver the social and economic benefits of social mobility. This strategy outlines the positive and cumulative impact we hope to have as a valued advocate and thought leader which delivers on improving social mobility.

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 Social Mobility Task and Finish Group (TFG), which included an external representative from the Social Mobility Commission. There have been significant levels of external engagement with individuals and organisations that are expert in social mobility and, in order to identify key areas of focus, gaps, overlap and best practice in this strategy we also conducted a review of the work that we currently do around social mobility.

What is social mobility

Social mobility is an often-referred to term across central and local government, the private and business sectors, the education sector and parts of the charitable and community sector. It is usually used in conjunction with terms such as '*widening participation*', '*levelling the playing field*', '*equality of opportunity*', '*potential*' and '*access for all*'. The City Corporation defines social mobility as:

The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.

This definition recognises that *income, education, employment, perceived social status housing and place/postcode* are the ways in which social mobility can be measured, with *place* and *postcode* often missing from social mobility definitions.

It also acknowledges that social mobility occurs *inter-generationally* – the changes in social status between different generations within the same family or group – and *intra-generationally* – the changes in social status during a person's lifetime. The phrase *social stratification* is sometimes mentioned when discussing social mobility, and we feel that this is captured by the phrases '*to progress*' and '*perceived social status*'.

Why social mobility matters

The Organisation for Economic Cooperation and Development (OECD) routinely ranks the UK as one of the lowest performing countries for relative income and social mobility. In 2017 and 2018 the Social Mobility Commission and the OECD stated in separate reports that social mobility within the UK is stagnating, due to growing divides in attainment between those who are experiencing disadvantage or marginalisation and those who are not, based on: where individuals are born and grow up, unequal access to and availability of high-quality education, employment, housing, local authority services, and other public sector services, including transport links. Other factors that further contribute to this disadvantage - so called 'double disadvantage' - are income levels, wealth and asset accrual, race, ethnicity, disability and gender. We therefore think that it is important to champion the case for socio-economic diversity, as much as any other diversity-related campaign, such as gender and ethnic diversity.

The Sutton Trust and others argue that improving social mobility can result in an increase in the UK's economic performance, in terms of productivity and gross domestic product (GDP) – mainly because jobs are filled by people who are more likely to perform well and are therefore more productive, rather than by people who are less able, but have the necessary connections or are considered a better fit because of their socio-economic background. Additionally, by supporting people from diverse socio-economic backgrounds in all aspects of life, and not just employment, it is likely to result in a greater diversity and integration of thoughts, ideas and perspectives, which leads to improvements and benefits for all involved.

Why social mobility is important to us

We are uniquely placed to partner with stakeholders that span multiple sectors and geographies and include local and central government, the private sector and the charitable and community sector. As such, we can radically improve social mobility primarily for our resident and worker population, totalling nearly 500,000 people, our 11,228 learners across our family of schools and our learners across the cultural institutions we support. Our stakeholders can also support us to consider and respond to the unequal outcomes inherent barriers, biases and failures, including inequalities, within our systems and structures, that prevent social mobility and equality of opportunity for all. We will also use our leadership and influence to help improve social mobility across London and the UK more widely. In this way we are well placed to work with and support the individual and improve the systems that they are a part of.

Furthermore, as an independent and non-party political organisation, we can make this a long-term organisational priority and commitment for the next 10 years as a

minimum. This is especially important as the lasting impacts of our interventions are unlikely to be fully realised immediately.

Our existing social mobility work

When delivering this strategy, we will draw on our existing expertise in social mobility. Examples include: promoting responsible business practices, sponsoring the 2017 and the 2018 Social Mobility Employer Index (SMEI), running a family of schools which includes a Multi-Academy Trust (MAT) and independent schools that now offer more bursaries, distributing circa £20 million to hundreds of good causes each year that reduce inequality, improve social mobility and grow more cohesive communities through the City Corporation's charitable funder City Bridge Trust, being London Living Wage accredited and delivery of organisation-wide responsible business and philanthropy strategies, in which social mobility is prioritised.

Our vision

The City Corporation's vision for social mobility is that people enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

What we will do

The City Corporation aims to bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.

Who we will work with

We will engage with local and national governments, the charitable and community sectors, policy makers and businesses, in order to continually inform, develop and deliver our thinking on social mobility and make lasting change. We are privileged as an organisation to already enjoy such connections across the Square Mile, the City, London, the UK and internationally. By building and convening engaged networks of stakeholders that are as passionate as we are about improving social mobility outcomes for all, with a particular emphasis on our own employees, and our residents, worker population and learners, we believe we can manage and remove the health, housing, income, education, employment, and other quality of life related inequalities and barriers that these groups may experience.

The following cohort labels, and their possible characteristics, offer us a shorthand through which we can target our work and measure its effectiveness:

Group	Possible Characteristics
Our pupils and learners, specifically those with a lower socio-economic status	<ul style="list-style-type: none">• Pre-school to 18 years old or adult learners.• Not yet in work (i.e. people in school, education or training).• Considering employment, education and training options, such as apprenticeships, university etc.

	<ul style="list-style-type: none"> • The first generation in their family to consider higher or further education. • Showing potential to perform optimally in education. • Lacking social and cultural capital, networks or connections. • Experiencing disadvantage or poverty. • Caring responsibilities.
Our residents across the Square Mile and our estates	<ul style="list-style-type: none"> • All ages. • Lack of free/available time, due to for example caring or parenting responsibilities. • Limited opportunities to enhance their skills due to a lack of resources. • Out of work or not in employment, education or training (i.e. unemployed, retired, carers, medically unable to work etc.) – this may be the preferred choice in some cases. • Unstable or unsuitable housing. • Lack of access to required amenities, e.g. education, transport links etc.
Worker population in the Square Mile, specifically those in the Financial and Professional Services sector but those in lower paid sectors too	<ul style="list-style-type: none"> • Over 18 years old. • Facing barriers to progression and enhancement of their skills through employment – possibly because they are from diverse backgrounds or possess protected characteristics. • Applying to or are in entry level, managerial or senior roles and are from diverse socio-economic backgrounds. • In work or employment, including in entry level, managerial or senior roles, mainly in the Financial and Professional Services Sector. • Future leaders/innovators.
Organisations, employers, policy makers, specifically those championing social mobility	<ul style="list-style-type: none"> • Representative of multiple sectors, geographical areas and communities. • Organisations we procure services from. • A range of funding and staffing structures/sizes.
Employees, volunteers, elected Members and their representative groups at the City of London Corporation, specifically those from socio-economically diverse backgrounds	<ul style="list-style-type: none"> • 18 years or over. • From socio-economically diverse backgrounds. • Lacking further or higher education qualifications. • Did not attend an independent school or a Russell Group university. • Protected characteristics. • Limited opportunities for progression. • Limited opportunities to enhance their skills through employment. • Require flexible working patterns, due to for example caring or parenting responsibilities.

	<ul style="list-style-type: none"> • In lower paid roles. • Lacking useful networks. • Struggling to integrate.
--	--

Our social mobility outcomes, activities and enablers

We will progress equality of opportunity and access throughout our current and future work in employability, education, skills, housing, homelessness, health and wellbeing culture and philanthropy. However, with social mobility stagnating in the UK, this strategy prioritises and invests in four social mobility outcomes, for which we have outlined the associated high-level activities and enablers. These provide the detail and structure with which we will design all activities and interventions relating to this strategy, whilst also providing the necessary flexibility and breadth to allow us to continue to adapt our approaches from 2018 to 2028. They will support us to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate and compete.

Outcome 1: Everyone can develop the skills and talent they need to thrive.

Our activities:

- Prepare learners in our schools/other educational establishments and workplaces for the jobs of the future, supporting them to gain the necessary behaviours, attitudes, competencies and fusion skills through the curriculum and lifelong learning, including meaningful and worthwhile creative and cultural learning activities, careers advice, guidance, training, social action and volunteering.
- Raise educational and employment aspiration and attainment for all.

Enablers for: A level playing field	→	Enablers for: A fairer playing field
Equal access to high quality education		<ul style="list-style-type: none"> • A varied and innovative curriculum, including extra-curricular activities, preparing pupils for the jobs and workforces of the future. • Investment in, and access to, talented and well-supported teachers and educators. • Access to stable and affordable housing. • Good health and wellbeing for all. • Social action and volunteering. • Social and cultural capital. • School readiness.
Skills development and lifelong learning		<ul style="list-style-type: none"> • Varied learning and development opportunities, which are accessible to the learner. • Good health and wellbeing. • Employment progression pathways.

Outcome 2: Opportunity is accessed more evenly and equally across society.

Our activities:

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g.

increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.

- Work with others to support and deliver social action, social integration and networking activities, and to understand the impact of conscious and unconscious biases.

Enablers for: A level playing field	→	Enablers for: A fairer playing field
Improving and increasing employability		<ul style="list-style-type: none"> • Access to stable and affordable housing. • Good health and wellbeing. • Further and higher education and employment progression pathways. • HR recruitment/practices that are exemplary in their inclusiveness. • Removal of biases. • Work with employers. • Better support into quality employment
The development of personal attributes and 'soft' skills, such as networking, communication etc.		<ul style="list-style-type: none"> • Good health and wellbeing. • Social integration and inclusion of all backgrounds in all facets of life. • Leadership that traverses sectors and generations. • Social and cultural capital. • Meaningful involvement of socio-economically diverse individuals in democratic processes.

Outcome 3: Businesses and organisations are representative and trusted.

Our activities:

- Promote the need for, and benefits of, social mobility across business and government, acting as a thought leader and advocate for social mobility.
- Support and encourage organisations, government and policy makers to improve their own practices and leadership in order to achieve social mobility.
- Support and encourage these organisations to recruit and promote people who are socio-economically diverse and can perform optimally within the roles.

Enablers for: A level playing field	→	Enablers for: A fairer playing field
Improved organisational practices to champion and enable socio-economic diversity.		<ul style="list-style-type: none"> • Informal and formal staff networks, champions and advocates that function internally and externally. • Collaborative working with internal and external partners to transform internal processes, particularly relating to recruitment, development and progression. • Empowering leadership, including those with lived experience, represented at all levels of the organisation. • Tailored support for socio-economically diverse people who may struggle to succeed.

-
- Supportive challenge and removal of structural and systemic barriers and biases.
 - Meaningful involvement of socio-economically diverse individuals in democratic processes, e.g. in governance and trustee positions.
 - Commitment to data collection to develop baselines and measures to track progress against.
-

Outcome 4: We role model and enable social mobility in the way we operate as an organisation and employer

Our activities:

- Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.
- Review and improve our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture the signs of people's ability to succeed in our workforce.
- Champion equality, diversity and inclusion, particularly in terms of equality of opportunity and provision.



Many of the enablers that we have identified for social mobility, relate to Abraham Maslow's 'hierarchy of needs' – a theory in psychology that he proposed in 1943 – shown below. Maslow's work outlined the developmental steps that all individuals take on their journey towards self-actualisation – the desire to become the most that one can be – which aligns to the principles within the definition of social mobility. In Maslow's hierarchy of needs, there is reference to the safety and psychological needs of individuals, which the City Corporation will address more fully in other strategies that it is delivering, including for example our Housing and Homelessness Strategies and City Bridge Trust's strategy Bridging Divides, which seeks to tackle disadvantage, marginalisation and inequalities.



Links to other strategies

This strategy is a key driver through which the City of London Corporation can fulfil its vision, as outlined in our Corporate Plan for 2018-23, of 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, supporting a thriving economy and shaping outstanding environments* by 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. Social mobility is reflected in the following two outcomes and associated activities within the Corporate Plan:

- **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
We will:
 - Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
 - Promote effective progression through fulfilling education and employment.
 - Cultivate excellence in academia, sport and creative and performing arts.
- **Outcome 5:** Businesses are trusted and socially and environmentally responsible.
We will:
 - Model new ways of delivering inclusive and sustainable growth.
 - Support, celebrate and advocate responsible practices and investments.
- **Outcome 8:** We have access to the skills and talent we need.
We will:
 - Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
 - Champion investment in relevant skills and diverse talent pools.

This strategy links to the following strategies that support the Corporate Plan: Responsible Business, Housing, Education, Employability, Health and Wellbeing, Bridging Divides, Equality, Diversity and Inclusion, Skills, Philanthropy, Volunteering, Culture, Culture and Creative Learning, Culture Mile and Culture Mile Learning. Appendix A depicts the ways these strategies connect together.

Implementation and measurement

For the City Corporation to deliver this strategy successfully, we commit to collaborating with existing and new partners at all levels within organisations and the cohorts that we have identified. Internally, various teams and groups of staff will be responsible for embedding this work successfully throughout the organisation. Currently staff are based within the following teams and groups: City Bridge Trust, the cultural organisations that we are connected to and/or fund, including Culture Mile partnership, the Department for Community and Children’s Service, the Economic Development Office, Human Resources and the Responsible Business

Implementation Group. Appendix B provides a more detailed overview of what their roles will entail.

We wish to measure the impact of this strategy over the short and long term, by collecting real-time feedback and high-quality data from those we work with, in order to assess fully their experience and perceptions of the quality of the interventions and activities they have been involved in. We will also consider connecting with a proportion of those we support from each of our cohorts on an annual and ongoing basis, in order to track and monitor the progress that they are making in their lives through our work and that of other organisations they are connected to. These individuals would assess the impact of the City Corporation's role in reaching their full potential, and the reasons for this. This would result in a longitudinal and multi-generational overview of the impact of our work, thus enabling us to determine if these interventions have helped to overcome barriers, biases and failures within our systems and structures that prevent social mobility and equality of opportunity for all. The over-arching measures of success for this strategy are:

1. The City of London Corporation is considered a valued advocate and thought leader for social mobility in the Square Mile, the City, London, the UK and beyond.
2. We demonstrate through collaboration, partnership work, innovation and longitudinal evaluation the ways to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond.
3. Our employees, as well as the learners, residents and worker population we work with achieve positive social mobility outcomes, by nurturing their skills and talents to increase their access to opportunity within a society that understands the need for and importance of social mobility.

Conclusion

The City Corporation is pleased to make a 10-year commitment to social mobility to fulfil our vision for a society where people from all socio-economic backgrounds can flourish and reach their full potential. This strategy builds on our values, and unique commitments to the Square Mile, the City, London and the UK, across the public, private, charitable and community sectors. It ensures that social mobility is a central theme that underpins all our work, including with businesses and the worker population, through our economic development and competitiveness work, the charitable and community sector organisations we fund and support, through City Bridge Trust and our other civil society connections, our residents and learners we work with through our community and children's services and educational and cultural institutions, and central, regional and local government, policy makers and other organisations working in this area.

By expanding our existing social mobility work and networks, we will enhance our understanding and knowledge of social mobility in the context of the people, outcomes, activities and enablers that we have prioritised. As the strategy progresses, and undergoes annual reviews, we can use our learning to improve and

develop existing and new interventions that will bridge and reduce the socio-economic divides that the people we are working with are experiencing or tackling. Ultimately, through this strategy we hope to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate and compete.

Acknowledgements

We are grateful to everyone that has generously and thoughtfully contributed their expertise, ideas and feedback during the development of this strategy – thank you!

We owe a special thanks to our Task and Finish Group, made up of:

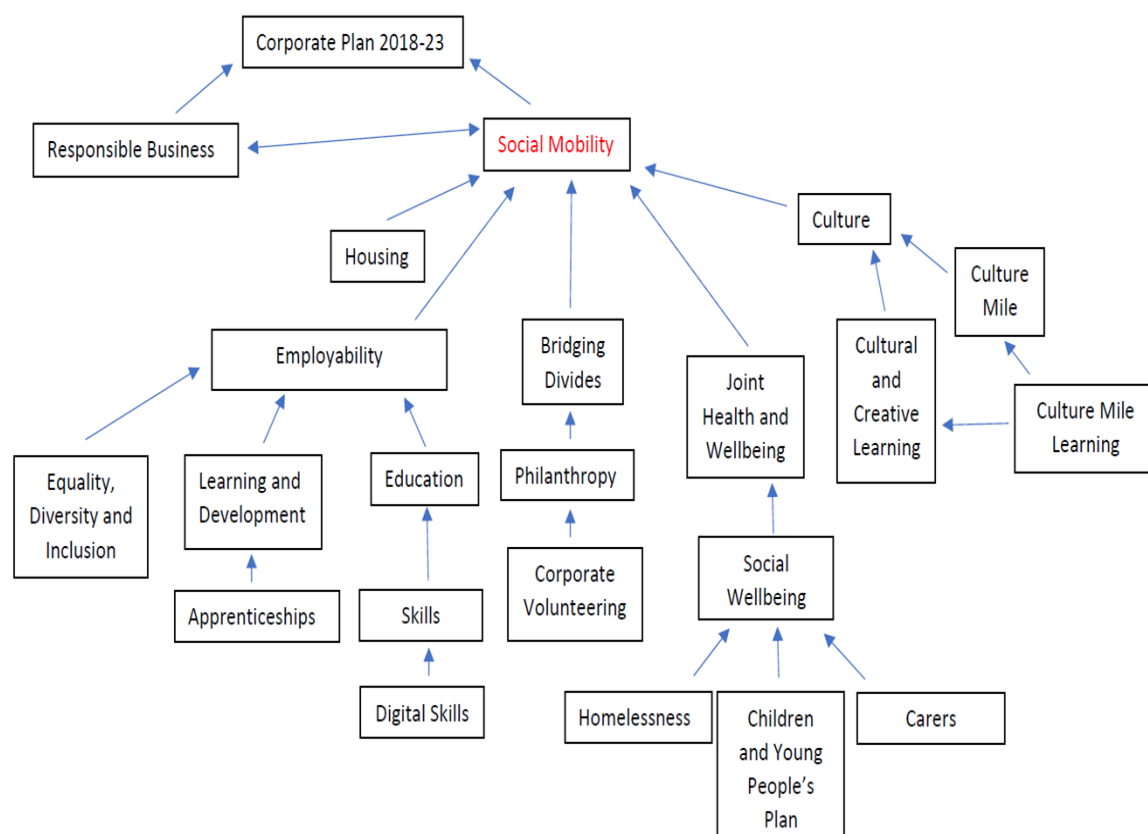
David Farnsworth (Chair)	Chief Grants Officer and Director of City Bridge Trust (CBT)
Sufina Ahmad	Corporate Strategy Manager, Town Clerk's Department
Anne Bamford	Strategic Education and Skills Director, Department for Community and Children's Services (DCCS)
Jenny Field	Deputy Director, CBT
Tracey Jansen	Assistant Director, Human Resources
Simon Latham	Head of the Town Clerk's & Chief Executive's Office, Town Clerk's Department
Rachael Millar	Head of Policy – Work and Skills, Social Mobility Commission
Fiona Rawes	Head of Philanthropy Strategy, CBT
Marcus Roberts	Head of Strategy and Performance, DCCS
Claire Tunley	Head of Employability, Economic Development Office

Our other contributors that have been directly involved in developing this strategy are:

Name	Organisation
Fiona Ellison	#iwill Campaign
Sonia Blandford	Achievement for All
Sue Wisbey	Allen and Overy
Jeanne Barnard	City of London Corporation
John Barradell	City of London Corporation
Andrew Carter	City of London Corporation
Simon Cribbens	City of London Corporation
Zoe Dhami	City of London Corporation
Lydia Dye-Stonebridge	City of London Corporation
Alderman Alison Gowman	City of London Corporation
Alex Green	City of London Corporation
Colette Hawkins	City of London Corporation
Tizzy Keller	City of London Corporation

Deputy Catherine McGuinness	City of London Corporation
Damian Nussbaum	City of London Corporation
Angela Roach	City of London Corporation
Marie Mohan	Common Purpose
Will Herbert	Essex County Council
Sarah Mitchell	Heart of the City
Natalie Tickle	Heart of the City
Colin Falconer	Inspire Chilli
Onyinye Udokporo	Kings College London Student
Felix Hebblethwaite	Linklaters LLP
Matt Sparkes	Linklaters LLP
Spike van der Filet-Frith	London Councils
Mark Winterburn	London Councils
Patrick Diamond	Queen Mary's University London
Louise Ashley	Royal Holloway, University of London
Greg Beales	Shelter
Kirsty Walker	Social Mobility Commission
Dan Paskins	The Big Lottery Fund
Sean Gregory	The Barbican
Jenny Mollica	The Barbican
Nik Miller	The Bridge Group
Jamiesha Majevasia	The Challenge
Richard Bell	The Challenge
David Barclay	The Good Faith Partnership

Appendix A – Strategies associated with social mobility



Appendix B – Roles of different teams and groups of staff

- **City Bridge Trust (CBT)**

Deliver their funding strategy Bridging Divides, 2018-23 and the Philanthropy Strategy, 2018-23 to reduce inequalities, and improve social mobility.

Lead on and coordinate the City of London Corporation's charitable activities relating to social mobility, using the learning from City Bridge Trust's existing investments made to charities which have cited positive social mobility outcomes.

- **Cultural Institutions and Partners linked to or funded by the City Corporation, including Culture Mile Partnership**

Enable social mobility through inclusive cultural and creative learning activities that develop skills for residents, visitors, worker population and learners – including the learners in our schools.

- **Department for Community and Children's Services**

Champion, promote and deliver activities relating to accessibility, attainment, exposure to the world of work and lifelong learning to our 11,228 pupils across our family of schools, through its Education Team and to our residents through our commissioned local authority services, including our libraries.

Ensure the health and wellbeing of our residents, worker population and learners through our public health, social care and housing offers, including our commissioned services.

- **Economic Development Office (EDO)**

Champion social mobility across its local, regional, national and international work with the financial and professional services sectors in pursuit of a competitive and thriving UK economy.

- **Human Resources (HR)**

Support the recruitment, retention and progression of our employees and volunteers, as set out in the HR Transformation Programme, and related work on learning and development, apprenticeships and access to work initiatives.

Deliver an organisational assessment and audit role on social mobility, through championing and supporting initiatives such as the Social Mobility Employer Index and the B-Lab Report relating to responsible business.

- **CBT, DCCS and EDO**

Lead on the delivery of the Digital Skills Strategy for 2018-23, with other internal and external stakeholders, ensuring that people and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive.

- **DCCS, EDO and HR**

Lead on the delivery of the Employability Strategy for 2017-20, with other internal and external stakeholders, connecting City opportunities with the talent of Londoners to reinforce City competitiveness and support London communities.

- **Responsible Business Implementation Group**

Lead on the delivery of our Responsible Business Strategy, including the objective relating to equal opportunities and social mobility specifically.