

Committee(s) Education Board Public Relations and Economic Development Sub (Policy and Resources) Committee	Dated: 17 May 2018 29 May 2018
Subject: Digital Skills Strategy for 2018-23	Public
Report of: Director of Community and Children’s Services & Director of Economic Development	For Information
Report author: Sufina Ahmad, Corporate Strategy Manager	

Summary

This paper presents an outline of the proposed direction of travel for the City of London Corporation’s (City Corporation) Digital Skills Strategy for 2018-23, which will be championed by Alderman Peter Estlin, who will be the Lord Mayor for the City of London from November 2018 for one year, subject to election. The strategy outline sets out a proposed vision where ‘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.’ The outline recommends that the City Corporation commits to preparing people for the future ahead through defining and responding to the digital skills needs and opportunities of the day by enhancing the City’s competitiveness, encouraging digital creativity and ensuring digital citizenship, where people feel digitally included and safe.

This paper also shares the steps taken to-date to draft this outline strategy and its alignment to the Corporate Plan for 2018-23. This Committee is asked to note for information the contents of the paper and the onward development of this strategy – and to offer any comments or feedback that may be pertinent.

Recommendations

Members are asked to:

- i. Note the process for developing the strategy, including the proposed timetable for Member consultation and approval.
- ii. Offer feedback on the strategy outline.

Main Report

Background

1. The City’s global position and competitiveness depends on a skilled and talented workforce. City employers and high growth Small and Medium Enterprises (SMEs) already report skills gaps and shortages in digital skills generally, particularly advanced and specialist skills, as well as citing clearly the need for a workforce that is equipped with the necessary soft skills with which to operate in a digital work environment. According to employer surveys (e.g. British Chambers of Commerce), this is restricting growth and harming competitiveness. The demand for digital skills is therefore well known, however 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, with the City looking at what the Financial and Professional Services sector can do to ensure it has the digital workforce it needs. The pace of change in digital technologies means the existing workforce needs to benefit from lifelong learning too in order to acquire the new skills they need now and in the future.

2. Alderman Peter Estlin will be, subject to election, the Lord Mayor for the City of London from November 2018 for one year. Alderman Estlin is passionate about the digital skills agenda and intends to focus on the theme of ‘Shaping tomorrow’s City today’ for his upcoming mayoralty. The scale and potential for the City Corporation on the digital skills agenda is significant – hence the need to develop a five-year strategy which extends beyond the length of the Lord Mayoralty. The strategy does not intend to stifle or prevent any existing digital work that is happening. It hopes to provide a strong platform and narrative from which the City Corporation’s outward-facing digital work with multiple stakeholders across different sectors and geographies can be based and supported.
3. A Digital Skills group has been convened monthly by Andrew Carter, Director of Department for Community and Children’s Services (DCCS) and Damian Nussbaum, Director of Economic Development Office (EDO) since September 2017. The group aims to discuss and analyse the City Corporation’s current and future work and thinking on digital skills. It is made up of the following Members and officers:

Name	Role
Alderman Peter Estlin (Member)	Lord Mayor for 2018-19 (subject to election)
Henry Colthurst (Member)	Chairman of Education Board
Andrew Carter	Director of DCCS
Anne Bamford	Strategic Education and Skills Director
Mark Emmerson	Chief Executive Officer of City of London Academies Trust
Clare Verga	Executive Principal of City of London Academy Islington
Hasna Begum	Executive Support Assistant
Damian Nussbaum	Director of EDO
Claire Tunley	Head of Employability
Graham Sutton	Policy and Programmes Manager
Kate Smith	Head of Corporate Strategy and Performance
Sufina Ahmad	Corporate Strategy Manager
Fiona Rawes	Head of Philanthropy Strategy
Edward Gilbert	Senior Committee and Member Services Officer

Current Position

4. The strategy, in terms of its vision, outcomes and the types of activities that it will involve, is summarised in **Appendix One** and presented as a draft.

5. The detail behind this summary is still being compiled. It is the intention to have an agreed Digital Skills Strategy in place from November 2018 onwards. Alongside the strategy design process, detailed actions are being developed collaboratively within the Digital Skills Group. Early indications suggest the types of activities build on what the City Corporation is already doing in this space, as well as various new activities. The current list comprises:

Digital Competitiveness:

- Possible international comparative research on approaches to digital skills.
- Supporting leaders in FPS to manage the impact of digital changes on workforce.
- Piloting innovative models of cyber/ digital skills provision.

Digital Creativity:

- Creating connections - Work experience roundtable.
- Expansion of 'She can be' programme to inspire girls and women to take up technology and digital roles.
- 'Digi-stravaganza' to identify impactful digital ideas that can be scaled and developed.
- Prepare learners and workers for jobs of the future through careers advice, guidance, lifelong learning, education and training.

Digital Citizenship:

- Bridging digital divides intra and inter generationally across diverse communities.

Options

6. It is recommended that the Digital Skills Group assumes responsibility for the development of a Digital Skills Strategy, with the aim to launch it in time for the next Lord Mayoralty. The strategy outline above has been devised by the Digital Skills Group and wider stakeholder networks that have been engaged through roundtables and existing activities on digital skills.

Proposal

7. Sufina Ahmad, Corporate Strategy Manager, will draft and finalise the strategy, with Damian Nussbaum and Andrew Carter as the Senior Responsible Officers (SRO) and Peter Estlin as the Member Champion. The Digital Skills Group will provide ongoing support to its development through monthly meetings and by convening and running group and one-to-one stakeholder sessions on digital skills that will inform the City Corporation's thinking. The proposed final version of the strategy will be shared with Summit Group in September 2018 for approval. It will then be taken to the Public Relations and Economic Development (PRED) Committee and the Policy and Resources Committee in October 2018 for Member approval, and the Education Board for information. This proposal is being shared with each of these Committees in May 2018, in order to ensure that this Committee is supportive of the approach outlined.

Corporate and Strategic Implications

8. A Digital Skills Strategy would support the City Corporation to deliver the following outcomes within the Corporate Plan for 2018-23:
 - 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 is also already linked to the following activities within the City Corporation:

- Employability Strategy for 2017-2020
 - Skills Strategy, 2018-23
 - Bridging Divides Strategy for 2018-23, City Bridge Trust,
 - Towards a Sustainable Future Strategy for 2018-23,
 - Social Mobility Strategy for 2018-23,
 - Apprenticeships Strategy for 2018-23,
 - Culture Mile Strategy for 2018-23,
 - Cultural and Creative Learning Strategy for 2018-23, and
 - Business Plans for EDO, Corporate HR, Mansion House, Department for Built Environment, City of London Police and DCCS - Digital skills are themes of work for each of these departments, as outlined in their business plans and through the following strategies: employability, education, skills, responsible business etc.
9. Based on the above, this strategy is a key driver through which the City Corporation can fulfil its vision of a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'* and its aims to *'contribute to a flourishing society, shape outstanding environments and support a thriving economy'*.

Implications

10. This strategy will be designed through existing officer resources. However, there may be some further financial implications for this work once the strategy is finalised and then implemented.
11. To ensure that this work progresses successfully, the Digital Skills Group will need to remain connected to the digital work that is being delivered across the City Corporation and through the City of London Police. By understanding this wider context and remaining cognisant of the digital transformation happening internally,

the Group can use the progress being made to inform and challenge its thinking as appropriate.

Health Implications

12. This strategy would consider the health implications to individuals and communities that are caused by not having access to the necessary current and future digital skills.

Conclusion

13. Having an ambitious and organisation-wide strategy and vision on digital skills, enables it to define and respond to the digital skills opportunities, needs and barriers of the day locally, nationally and internationally and respond with innovative and inclusive solutions. This paper asks for this Committee to note the information outlined for the development of a proposed final version of a Digital Skills Strategy, with Andrew Carter and Damian Nussbaum as the SROs and the Digital Skills Group responsible for overseeing its design and implementation.

Appendices

Appendix One – Draft Outline of Digital Skills Strategy for 2018-23

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APPENDIX ONE - Digital Skills Strategy at the City of London Corporation, 2018 – 23

1-page straw person

Definitions:

- *Digital* is an enabler, which supports individuals, communities, businesses, governments, civil society and others to build skills, capabilities and value across a range of activities and processes, using data and advanced computerised technologies.
- *Digital skills*, sometimes referred to as cyber skills, and a key element of fusion skills and 'DQ', are the set of skills, attitudes and values which enable people to thrive and flourish in future technologically mediated environments.
- *Digital inclusion* is the commitment to ensuring that all individuals and communities have access to, and the skills to use, digital tools and platforms.

About Us:

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

Vision:

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.

Our Aims:

Digital Competitiveness

Working with businesses we will explore the ways in which digital can:

- Fill the skills gaps and shortages that businesses identify, especially SMEs.
- Prevent and safeguard against cyber-attacks and cyber terrorism.
- Support innovation and enterprise.

Links to CP Outcomes 5(b), 6(b,c), 7(c), 8(c).

Digital Creativity

Working with businesses, schools and civil society, we will consider how digital can:

- Prepare all learners, for the jobs of the future, in terms of the necessary behaviours, attitudes, competencies and fusion skills, through careers advice, guidance, the curriculum, lifelong learning, education and training.
- Raise educational aspiration and attainment.

Links to CP Outcomes 3(b), 8(a), 10(e).

Digital Citizenship

Working with individuals and communities, we will consider how digital can:

- Reduce vulnerability and social isolation.
- Remove barriers, overcome gaps and improve access and participation in the activities that matter.
- Improve cyber, digital and financial inclusion and safety.

Links to CP Outcomes 1(c), 2(b), 3(a), 4(a).

The types of **approaches** that we will embed are:

- **Collaboration:** We will work with and convene our academies and schools, the CoLP, our local authority services and our diverse external partners from multiple sectors and geographies to champion digital skills in all that we do.
- **Thought Leadership:** We will influence and support digital policy making.
- **Service Design and Delivery:** We will consider digital as a theme when designing and delivering services and projects.
- **Innovative:** We will work with others and give ourselves permission to be brave, think differently and even make mistakes when designing and promoting digital initiatives.

The **levers and measures of success** for this work are:

DCCS, CBT, DBE, EDO and The Lord Mayor's Appeal, along with other relevant internal departments, must collaborate with each other and external stakeholders to use our assets to deliver our digital vision.

Related strategies and activities, which reference digital skills, e.g. Education, Skills, Employability, Culture Mile, Cultural and Creative Learning and Bridging Divides will support the implementation of our digital vision.

An impact measurement framework should be adopted. DQ could form the basis of a framework, as it is split into Digital Rights; Digital Literacy; Digital Communication; Digital Emotional Intelligence; Digital Security; Digital Safety; Digital Use and Digital Identity.