



## Education Board

**Date:** THURSDAY, 14 NOVEMBER 2019  
**Time:** 9.30 am  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

### APPENDICES PACK

5. **GOVERNOR APPOINTMENTS UPDATE**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 1 - 10)
7. **EDUCATION ACTIVITIES UPDATE**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 11 - 12)
10. **REVENUE BUDGETS 2020/21**  
Joint report of the Chamberlain and the Director of Community and Children's Services.  
**For Decision**  
(Pages 13 - 14)
12. **SOCIAL MOBILITY STRATEGY 2018-28 - ANNUAL REPORT**  
Report of the Director of City Bridge Trust and Chief Grants Officer.  
**For Information**  
(Pages 15 - 34)
13. **THE CITY OF LONDON CORPORATION'S DRAFT SPORT AND PHYSICAL ACTIVITY STRATEGY FOR 2020-25**  
Report of the Head of Corporate Strategy and Performance.  
**For Information**  
(Pages 35 - 52)

15. **CULTURE MILE LEARNING CASE FOR INVESTMENT 2020/23**

Report of the Director of Community and Children's Services.

**For Decision**  
(Pages 53 - 78)

16. **DIGITAL SKILLS STRATEGY 2018-23 - ANNUAL REPORT**

Joint report of the Director of Innovation and Growth and the Director of Community and Children's Services.

**For Information**  
(Pages 79 - 100)

22. **CITY OF LONDON ACADEMY SCHOOLS SCRUTINY MEETINGS**

Report of the Director of Community and Children's Services.

**For Information**  
(Pages 101 - 118)

25. **APPENDIX: EDUCATION, CULTURAL AND CREATIVE LEARNING AND SKILLS ANNUAL REPORT**

This is a non-public appendix to the public report at item 8.

**For Information**  
(Pages 119 - 140)

26. **APPENDIX: EVALUATION OF CITY PREMIUM GRANT FUNDED PROJECTS OVER 2018/19 ACADEMIC YEAR**

This is a non-public appendix to the public report at item 11.

**For Decision**  
(Pages 141 - 156)

**Enquiries:** Polly Dunn  
[polly.dunn@cityoflondon.gov.uk](mailto:polly.dunn@cityoflondon.gov.uk)

**John Barradell**  
**Town Clerk and Chief Executive**

## Appendix 1 – Governor Appointments Update

### City Corporation Family of Schools - Governing Body Membership

#### City of London Academies Trust (04504128):

Name	Basis of Appointment	Term of Office
Andrew McMurtrie (Chair)	Sponsor Trustee (appointed by Policy and Resources Cte)	4 years expiring 13 January 2020
Peter Bennett	Sponsor Trustee (appointed by Education Board)	4 years expiring 3 August 2022
Roy Blackwell	Sponsor Trustee (appointed by Education Board)	4 years expiring 13 January 2020
Ann Holmes	Sponsor Trustee (appointed by Education Board)	4 years expiring 24 May 2021
Clare James	Sponsor Trustee (appointed by Education Board)	4 years expiring 7 March 2022
Tijs Broeke	Sponsor Trustee (appointed by Policy and Resources Cte)	4 years expiring 1 May 2023
Mark Emmerson	CEO Member	During term as CEO
Rehana Ameer	Co-opted Trustee (appointed by Board of Trustees)	4 years expiring 12 January 2023
Edward Benzecry	Co-opted Trustee (appointed by Board of Trustees)	4 years expiring 26 March 2023
Dawn Brook (nee Elliott)	Co-opted Trustee (appointed by Board of Trustees)	4 years expiring 5 July 2020
Lucas Green	Co-opted Trustee (appointed by Board of Trustees)	4 years expiring 26 January 2020

#### City of London Academies Trust (04504128) Academies:<sup>1</sup>

##### *City of London Primary Academy Islington*

Name	Basis of Appointment	Term of Office
Ann Holmes, CC - Chairman	Appointed by the Trust Board	3 years expiring 30 August 2020
Nick Bensted Smith, CC	Appointed by the Trust Board	3 years expiring 30 August 2020
Paul Barry	Appointed by the Trust Board	4 years expiring 30 August 2023
VACANCY	To be appointed by the Trust Board	
VACANCY	To be appointed by the Trust Board	
Mary Robey	Appointed by the Trust Board	3 years expiring 30 August 2020
Frazer Swift	Appointed by the Trust Board	3 years expiring 30 August 2020
Kim Clapham	Headteacher – Ex officio	During term of office as Headteacher
Celia Orford	Staff Governor (Teaching)	3 years expiring 1 April 2021
VACANCY	Staff Governor (Non-Teaching)	
Georgia Dehn	Parent Governor (elected)	3 years expiring 17 December 2020
Jillian Jones	Parent Governor (elected)	3 years expiring 17 December 2020

##### *Southwark Local Governing Body <sup>2</sup>*

Name	Basis of Appointment	Term of Office
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<sup>1</sup> The Trust appoints all members of the LGB in consultation with the City Corporation, with the exception of the Chair who is appointed with the approval of the Education Board. The Trust's Articles of Association require that there are at least two parent governors on each LGB.

<sup>2</sup> The Southwark LGB is a joint LGB for The City of London Academy, Southwark, Redriff Primary School, City of London Academy and Galleywall Primary, City of London Academy.

Antony Smyth – Chairman	Appointed by the Trust Board	3 years expiring 12 January 2021
Hilda Cheong – Vice-Chair	Appointed by the Trust Board	Expired 3 June 2019
Lucas Green – Vice Chair	Appointed by the Trust Board	Expired 14 May 2019 <sup>3</sup>
Simon Atkinson	Appointed by the Trust Board	Starting from 13 December 2017 (term of office unstated)
Elaine Davis	Appointed by the Trust Board	3 years expiring 12 January 2021
Keith Bottomley, CC	Appointed by the Trust Board	2 years expiring 24 January 2020
Harvey McEnroe	Appointed by the Trust Board	2 years expiring 9 February 2020
Vicky Mills	Appointed by the Trust Board	Expired 15 May 2019
Shavran Joshi	Appointed by the Trust Board	4 years expiring 30 August 2023
Nihar Mehta	Appointed by the Trust Board	4 years expiring 30 August 2023
Leanne Werner	Appointed by the Trust Board	4 years expiring 30 August 2023
Fiona Edlin	Parent Governor (elected)	3 years expiring 16 January 2021
Ann Chuyi Wang	Parent Governor (elected)	3 years expiring 19 March 2021
VACANCY	Parent Governor (elected)	
Mickey Kelly	Executive Principal – Ex officio	During term of office as Executive Principal of Galleywall Primary School and Redriff Primary School
Mike Baxter	Principal – Ex Officio	During term of office as Principal of City of London Academy, Southwark
Steve Burgess	Staff Governor (teaching)	Expired 4 October 2019
Maya Pursani	Staff Governor (non-teaching)	3 years expiring 26 January 2021

*City of London Academy Shoreditch Park<sup>4</sup>*

Name	Basis of Appointment	Term of Office
Robert Howard, Ald. – Chairman	Appointed by the Trust Board	3 years expiring 30 August 2020
Barbara Hamilton <sup>5</sup>	Appointed by the Trust Board	3 years expiring 30 August 2020
Mark Malcolm	Appointed by the Trust Board	3 years expiring 30 August 2020
Ryan Shorthouse	Appointed by the Trust Board	3 years expiring 30 August 2020
Sheila Scales	Appointed by the Trust Board	3 years expiring 30 August 2020
Rita Krishna	Appointed by the Trust Board	3 years expiring 30 August 2020
Sue Roberts	Appointed by the Trust Board	3 years expiring 30 August 2020
Mark Lowman	Appointed by the Trust Board	Starting 8 March 2018 (term of office unstated) <sup>6</sup>
Veronica Wadley	Appointed by the Trust Board	Term of office unstated
Holly Arles	Principal – Ex officio	During term of office as Principal
Liam Smyth	Staff Governor (Teaching)	3 years expiring 20 November 2021
Maria Dennis-Waters	Staff Governor (Non-Teaching)	3 years expiring 29 September 2021
Rebecca Couper	Parent Governor (elected)	3 years expiring 29 September 2020
Mark Sullivan	Parent Governor (elected)	3 years expiring 29 September 2020

*City of London Academy Highgate Hill<sup>7</sup>*

Name	Basis of Appointment	Term of Office
Roy Blackwell – Chairman	Appointed by the Trust Board	3 years expiring 30 August 2020
Kristin Baumgartner	Appointed by the Trust Board	3 years expiring 30 August 2020
Valerie Bossman-Quarshie	Appointed by the Trust Board	3 years expiring 30 August 2020
Josh Burton	Appointed by the Trust Board	3 years expiring 30 August 2020

<sup>3</sup> The Chair of the Local Governing Body has requested an extension to this term for formal approval at the next Local Governing Body Meeting.

<sup>4</sup> Standard LGB membership (upon which the Education Board was consulted) is augmented by one additional CoL appointment.

<sup>5</sup> Corporation employee

<sup>6</sup> City of London Academies Trust Board approval on 8 March 2018

<sup>7</sup> Standard LGB membership (upon which the Education Board was consulted) is augmented by one additional CoL appointment

Name	Basis of Appointment	Term of Office
VACANCY	To be appointed by the Trust Board	
Julie Robinson	Appointed by the Trust Board	3 years expiring 30 August 2020
Simon Turner	Appointed by the Trust Board	3 years expiring 30 August 2020
Prince Gennuh	Principal – Ex officio	During term of office as Principal
Peter Bremner	Teaching staff governor	3 years expiring 30 August 2020
Kathryn Spencer	Non-teaching staff governor	3 years expiring 21 October 2021
Donaleen Johnson	Parent Governor (elected)	3 years expiring 31 December 2021
Katerina Jenkins	Parent Governor (elected)	3 years expiring 31 December 2021

*City of London Academy Highbury Grove<sup>8</sup>*

Name	Basis of Appointment	Term of Office
Mark Boleat - Chairman	Appointed by the Trust Board	3 years expiring 30 August 2020
Colette Bowe	Appointed by the Trust Board	Starting from 6 September 2017 (length of term unstated) <sup>9</sup>
Cllr Joe Caluori	Appointed by the Trust Board	3 years expiring 30 August 2020
Helen Curran	Appointed by the Trust Board	3 years expiring 30 August 2020
Maggie Elliott	Appointed by the Trust Board	3 years expiring 30 August 2020
Rachel Sherman	Appointed by the Trust Board	3 years expiring 30 August 2020
Michael Simpson	Appointed by the Trust Board	3 years expiring 30 August 2020
Richard Verrall	Appointed by the Trust Board	3 years expiring 30 August 2020
Christopher Hill	Trust Board Appointee	3 years expiring 12 December 2021
Claire Tunley <sup>10</sup>	Trust Board Appointee	3 years expiring 12 December 2021
Nick Worsley	Trust Board Appointee	3 years expiring 12 December 2021
Clare Verga	Executive Principal	During term of office as Executive Principal (attendee)
Stella McAteer	Teaching Staff Governor	3 years expiring 11 October 2021
Sarah Counter	Non-teaching staff governor	3 years expiring 30 August 2020
Neale Coleman	Parent Governor (appointed)	3 years expiring 30 August 2020
Jonny Shipp	Parent Governor (elected)	3 years expiring 7 October 2021

*Newham Collegiate Sixth Form College*

Name	Basis of Appointment	Term of Office
Caroline Haines, CC	Appointed by the Trust Board	3 years expiring 31 December 2021
VACANCY	To be appointed by the Trust Board	
Gerald Mehrrens <sup>11</sup>	Appointed by the Trust Board	3 years expiring 31 December 2021
Lakmini Shah	Appointed by the Trust Board	3 years expiring 30 August 2020
Sukhi Bath	Appointed by the Trust Board	4 years expiring 30 September 2022
Simon Beck	Appointed by the Trust Board	4 years expiring 12 December 2022
VACANCY	To be appointed by the Trust Board	
Martin Gaskell	Appointed by the Trust Board	4 years expiring 30 September 2022
Mouhssin Ismail	Principal – Ex officio	During term of office as Principal
Matthew Squire	Staff Governor (Teaching)	3 years expiring 31 December 2021

<sup>8</sup> LGB membership augmented by three additional Trust appointments following approval by the Trust Board on 13 September 2018.

<sup>9</sup> City of London Academies Trust Board approval on 6 September 2017.

<sup>10</sup> Corporation employee

<sup>11</sup> City Corporation employee.

Christine Nunn	Staff Governor (Non-Teaching)	3 years expiring 27 September 2022
Nasim Ahmed	Parent Governor (elected)	3 years expiring 2 December 2022
Reshma Bhudia	Parent Governor (elected)	3 years expiring 2 December 2022

## Co-Sponsored Academies<sup>12</sup>:

### *The City Academy, Hackney (6382192)*

Name	Basis of Appointment	Term of Office
Dawn Elliot – Chair	KPMG Sponsor Governor (Chair)	4 years expiring 26 Sept 2023
Anne Fairweather	CoL Sponsor Governor (Vice Chair)	4 years expiring 28 Sept 2020
Katie Dowbiggin (Loven)	CoL Sponsor Governor	4 years expiring 6 Nov 2020
Darren Thompson	CoL Sponsor Governor	4 years expiring 24 September 2023
Tijs Broeke	CoL Sponsor Governor	4 years expiring 12 July 2021
Rob Hortopp	KPMG sponsor governor	4 years expiring 27 September 2021
Mark Essex	KPMG sponsor governor	4 years expiring 27 September 2021
Amanda Brown	KPMG sponsor governor	4 years expiring 20 April 2020
Anuja Dhir	CoL Sponsor Governor	4 years expiring 3 February 2021
Roisin Sharkey	KPMG sponsor governor	4 years expiring 1 October 2023
Anntoinette Bramble	Local Authority Governor	4 years expiring 1 September 2020
Mark Malcolm	Head teacher	During term of office as Principal
Tamas Kiss	Non-teaching staff governor	4 years expiring 1 October 2022
Nina Kuh	Teaching staff governor	4 years expiring 1 October 2022
Oleander Ogbetu	Parent Governor (elected)	4 years expiring 12 July 2021
Stephen Webster	Parent Governor (elected)	4 years expiring 10 November 2019
Rita Krishna	Community Governor	4 years expiring 11 November 2020
Sheila Scales	Community Governor	4 years expiring 20 May 2020
Anant Suchak	Co-opted Governor	4 years expiring 30 April 2020

### *City of London Academy Islington Limited (6426966)*

Name	Basis of Appointment	Term of Office
Professor Richard Verrall – Chairman	City University Sponsor Governor (Chairman)	4 years expiring 31 August 2023
Henry Colthurst, CC – Vice Chairman	CoL Sponsor Governor	4 Years expiring 31 August 2023
HH Philip Katz	CoL Sponsor Governor	4 Years expiring 31 August 2021
Russell Wilmer	CoL Sponsor Governor	4 Years expiring 31 August 2021
Natasha Lloyd-Owen	CoL Sponsor Governor	4 years expiring 11 March 2023
Ronald Zeghibe	City University Sponsor Governor	4 Years expiring 31 August 2021
Lady Helen Curran	City University Sponsor Governor	4 Years expiring 20 May 2020
Marion O'Hara	City University Sponsor Governor	4 Years expiring 31 August 2020
Michael Laurie	Governor Co-opted by the Board	4 Years expiring 31 August 2022
VACANCY	Governor Co-opted by the Board	
Eric Sorensen	Community Governor (appointed by Board)	4 Years expiring 31 August 2022
Cllr Vivien Cutler	Local Authority Governor	4 Years expiring 31 August 2023

<sup>12</sup> The directors/trustees of the co-sponsored academy trust companies are also the governors for the relevant school, as each trust company is responsible for only one school.

Sonia Jacob	Principal – Ex officio Governor	During term of appointment as Principal
Clare Verga	Executive Principal	During term of appointment as Executive Principal (attendee)
VACANCY	Teaching staff governor	
VACANCY	Non-teaching staff governor	
William Paulton	Parent Governor	4 Years expiring 11 October 2021
VACANCY	Parent Governor	



## Independent Schools

### *City of London School*

<b>Governor</b>	<b>Basis of Appointment</b>	<b>Current Term Ends</b>
James Thomson – Chairman	Commoner	4 years expiring April 2022
Tim Levene – Deputy Chairman	Commoner	4 years expiring April 2021
Alexander Barr	Commoner	4 years expiring April 2021
Deputy Keith Bottomley	Commoner	4 years expiring April 2021
Deputy Philip Woodhouse (Ex-Officio)	Ex officio (Chairman of the Board of the City of London Freeman's School)	June 2020 (term linked to Chairmanship of CLFS)
Dominic Christian	Commoner	3 years expiring July 2020
Marianne Fredericks	Commoner	4 years expiring July 2023
Rosie Gill (Co-Opted)	Co-Opted	4 years expiring June 2022
Caroline Haines	Commoner	3 years expiring April 2020
Nicholas Bensted-Smith (Ex-Officio)	Ex officio (Chairman of the Board of the City of London School for Girls)	1 year expiring June 2020
Alderman & Sheriff Vincent Keaveny	Alderman	1 year expiring April 2020
Ronel Lehmann (Co-Opted)	Co-Opted	4 years expiring June 2022
Lord Levene (Co-Opted)	Co-Opted	2 years expiring June 2020
Edward Lord OBE JP, Deputy	Commoner	4 years expiring April 2021
Paul Madden (Co-Opted)	Co-Opted	2 years expiring June 2020
Sylvia Moys	Commoner	4 years expiring July 2023
Ian Seaton	Commoner	4 years expiring July 2022
Paul Stein (Co-Opted)	Co-Opted	3 years expiring June 2021
Andrew Jones	Co-Opted	4 years expiring July 2023
Lesley Cartmell	Co-Opted	4 years expiring July 2023
VACANCY	Co-Opted (Board of Governors to appoint)	

### *City of London School for Girls*

<b>Governor</b>	<b>Basis of Appointment</b>	<b>Current Term Ends</b>
Nick Bensted-Smith– Chairman	Commoner	4 years expiring July 2022
Deputy Clare James – Deputy Chairman	Commoner	4 years expiring July 2021
Professor Anna Sapir Abulafia	Co-Opted	3 years expiring Oct 2022
Rehana Ameer	Commoner	3 years expiring July 2020
Randall Anderson	Commoner	4 years expiring July 2023
Deputy Philip Woodhouse (Ex-Officio)	Ex officio (Chairman of the Board of the City of London Freeman's School)	July 2020 (term linked to Chairmanship of CLFS)
Alderman Emma Edhem	Alderman	4 years expiring July 2021
Dr Stephanie K Ellington (Co-Opted)	Co-Opted	3 years expiring July 2020
Soha Gawaly (Co-Opted)	Co-Opted	4 years expiring December 2020
Alderman Prem Goyal OBE	Alderman	4 years expiring April 2023

Deputy Tom Hoffman	Commoner	4 years expiring July 2023
Mary Ireland (Co-Opted)	Co-Opted	3 years expiring July 2021
Sylvia Moys	Commoner	4 years expiring July 2023
Dhruv Patel OBE	Commoner	3 years expiring July 2021
Elizabeth Phillips (Co-Opted)	Co-Opted	3 years expiring July 2020
Deputy Richard Regan	Commoner	4 years expiring July 2020
Peter Gordon Bennett	Commoner	3 years expiring July 2022
Sir Michael Snyder	Commoner	4 years expiring July 2020
Deputy James Thomson (Ex-Officio)	Ex officio (Chairman of the Board of the City of London School)	July 2019 (term linked to Chairmanship of CLS)
Mark Bostock	Commoner	4 years expiring July 2022
Mary Durcan	Commoner	4 years expiring July 2021
1 x Co-opted Vacancy	Board of Governors to appoint	

*City of London Freemen's School*

<b>Governor</b>	<b>Basis of Appointment</b>	<b>Current Term Ends</b>
Deputy Philip Woodhouse - Chairman	Commoner	4 years expiring July 2022
Deputy Roger Chadwick – Deputy Chairman	Commoner	4 years expiring July 2021
John Bennett	Commoner	4 years expiring July 2023
Kevin Everett	Commoner	4 years expiring July 2023
Nicholas Goddard (Co-Opted)	Co-Opted	1 year expiring February 2023
Brian Harris (Co-Opted)	Co-Opted	3 years expiring July 2021
Michael Hudson	Commoner	4 years expiring July 2023
Nicholas Bensted-Smith (Ex-Officio)	Ex Officio (Chairman of the Board of the City of London School for Girls)	June 2020 (term linked to Chairmanship of CLSG)
Tracey Graham	Commoner	3 years expiring 2022
Alderman Susan Langley	Alderman	1 year expiring April 2020
Alderman Bronek Masojada	Alderman	1 year expiring April 2020
Andrew McMillan (Co-Opted)	Co-Opted	4 years expiring February 2023
Hugh Morris	Commoner	4 years expiring July 2021
Graham Packham	Commoner	4 years expiring July 2020
Deputy Elizabeth Rogula	Commoner	4 years expiring July 2022
Deputy James Thomson (Ex-Officio)	Ex Officio (Chairman of the Board of the City of London School)	June 2020 (term linked to Chairmanship of CLFS)
Cllr Chris Townsend (Co-Opted)	Co-Opted	4 years expiring February 2023
Lady Gillian Yarrow (Co-Opted)	Co-Opted	4 years expiring February 2023
3 x Common Councillor vacancies	CCC to appoint	
1 x Co-opted Vacancy	Board of Governors to appoint	

## Local Authority Maintained School

Sir John Cass's Foundation Primary School

Name	Appointed By	Term of Office
The Revd. L Jørgensen	Ex Officio The Rector, St Botolph Aldgate	While Rector of St Botolph's Church
Ms S Moore	London Diocesan Board for Schools	4 years expiring 30 September 2021
Mr M Piper	St Botolph Aldgate	8 years expiring 31 August June 2023
Ms B Ryan	Deanery	4 years expiring June 2022
Mr D Williams	Sir John Cass's Foundation	4 years expiring 7 September 2021
VACANCY	Sir John Cass's Foundation	
Mrs J Greenlees	Sir John Cass Foundation	4 years expiring 6 September 2021
VACANCY	Sir John Cass's Foundation	
Mr M Ali	LA Governor	4 years expiring 8 January 2023
Ms I Culpan	Parent Governor	4 years expiring March 2022
Ms Z Lawley	Parent Governor	4 years expiring March 2022
Ms A Frain	Teaching Staff Governor	4 years expiring 17 October 2021 or during term of employment at the School if this ends earlier.
VACANCY	Co-opted governor	
Ms A Allan	Headteacher	During term of office as Head

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# Agenda Item 7

## Appendix 1 - Calendar of forums and events over the 2019/20 academic year

	Best practice and strategy forums
	Events for pupils
	Events for school leaders and teachers
	Forums/training for governors

Events and Meetings 2019/20	Date	Time	Location
<b>September</b>			
Headteachers' Forum (Autumn 1)	19/09/2019	08.00-10.30	West Wing - Alderman's Court Room
Arts, Creativity and Culture CPD Event	23/09/2019	18:00-20:00	Level 5 Function Room, Royal Festival Hall, South Bank Centre
<b>October</b>			
Skills' Forum (Autumn)	01/10/2019	08.30-10.30	West Wing - Committee Room 2
Cultural and Creative Learning Forum (Autumn)	16/10/2019	08.30-10.30	West Wing - Committee Room 4
Scrutiny Meetings (Standards)	30/10/2019	All day	North Wing - Room 10, Ground Floor
Governor Training: Safeguarding	31/10/2019	08.30-12.30	West Wing - Committee Room 2
<b>November</b>			
City Schools Conference	04/11/2019	12:00-16:00	Livery Hall
Lord Mayor's Show	09/11/2019	All Day	Various
Headteachers Forum (Autumn 2)	27/11/2019	08:00-10:30	West Wing - Committee Room 1
<b>December</b>			
City Students Conference and Prefects' Dinner	02/12/2019	16:00-18:00 18.30-21:00	Livery Hall Old Library
Chair of Governors Forum (Autumn)	04/12/2019	08:30-10:30	West Wing - Committee Room 2
<b>Christmas Holidays</b>			
<b>January</b>			
Skills' Forum (Spring)	15/01/2020	08:30-10:00	West Wing - Committee Room 2
Headteachers' Forum (Spring 1)	22/01/2020	08:00-10:30	West Wing – Committee Room 1
City Schools Concert Rehearsal Day	29/01/2020	All Day	City of London School
City Schools Concert Final Rehearsal and Performance Day	30/01/2020	All Day	City of London School
<b>February</b>			
Cultural and Creative Learning Forum (Spring)	05/02/2020	08:30-10:00	West Wing - Committee Room 4
Education Board Dinner	12/02/2020	19:00-21:00	Grocer's Hall
Chair of Governors Forum (Spring)	28/02/2020	08:30-10:30	West Wing - Committee Room 2
<b>March</b>			
Governor Training: Finance	03/03/2020	08:30-10:30	West Wing - Committee Room 2
Debating Competition	04/03/2020	12:00-16.00	Livery Hall
Chess Tournament	20/03/2020	12:30-15:30	Basinghall St Entrance - Livery Hall
Christ's Hospital Maths Challenge	25/03/2020	09.00-12.30	Basinghall St Entrance - Livery Hall
Headteachers Forum (Spring 2)	26/03/2020	08:00-10:30	West Wing - Committee Room 2

Easter Holidays			
April			
Governor Training: School data and performance	23/04/2020	08:30-10:30	West Wing - Committee Room 2
Skills Forum (Summer)	29/04/2020	08:30-10:00	West Wing - Committee Room 2
May			
Headteachers' Forum (Summer 1)	07/05/2020	08:00-10:30	West Wing - Committee Room 2
Cultural and Creative Learning Forum (Summer)	12/05/2020	08:30-10:00	West Wing - Committee Room 2
Chair of Governors' Forum (Summer)	19/05/2020	08:30-10:30	West Wing - Committee Room 2
June			
Fusion Cities Meeting	05/06/2019 or 12/06/2020	All day	Mansion House or Old Library
Scrutiny Meetings (Finance)	22/06/2020 – 23/06/2020	All day	North Wing - Room 8, Ground Floor
City Schools Subject Dinner (STEM Industries)	25/06/2020	17:00-21:00	Livery Hall
London Careers Festival	29/06/2020 – 01/07/2020	All day	Guildhall Complex and external workplaces
July			
Headteachers Forum (Summer 2)	02/07/2020	08:00-11:00	West Wing - Committee Room 4
Primary Results Day	09/07/2020	All day	N/A
Results Day (A levels)	13/08/2020	All day	N/A
Results Day (GCSE)	20/08/2020	All day	N/A

## **Appendix 1 - 2019/20 Original Budget and Latest Approved Budget**

	<b>£'000</b>
Original Budget 2019/20	(2,642)
Local Risk carry forward from Directors underspend in 2018/19	(5)
Additional Local risk budgets in relation to Careers Week and a Fusion Skills Tracking Tool	(140)
Additional budget in relation to a successful bid from the Priorities Investment pot for Summer Enrichment Programme and a Feasibility study. In addition £37k unspent budget was carried forward from 2018/19 PIP allocation which was to fund a family of schools safeguarding lead	(192)
<b>Latest Approved Budget 2019/20</b>	<b>(2,979)</b>

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# Social Mobility Strategy, 2018-28

*Potential today, success tomorrow*

## 2019 Annual Report





# Introduction



Since agreeing the City of London Corporation's Social Mobility Strategy in September 2018, we are pleased to share an update on the actions taken in the last 12-months against the outcomes and activities set out in the strategy towards the achievement of our vision:

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

The strategy, which is summarised in one page at **Appendix One**, was designed to outline the positive and cumulative impact we hope to have as a valued advocate and thought leader on social mobility. This is articulated through our aim to bridge and reduce the social and economic divides that people experience, by delivering the following four strategic outcomes:

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1. Everyone can develop the skills and talent they need to thrive.
2. Opportunity is accessed more evenly and equally across society.
3. Businesses and organisations are representative and trusted.
4. We role model and enable social mobility in the way we operate as an organisation and employer.

The 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 also supports other strategic priority areas for the organisation, including our commitment to responsible business practices that create positive impact and reduce negative impact across all our activities and decisions. One year on, we remain clear that this strategy will only be delivered by supporting and partnering with organisations and institutions to understand and deliver collectively the social and economic benefits of social mobility.

There continues to be extensive coverage in the media on the importance of social mobility within central and local government, the private and business sectors, the education sector and parts of the charitable and community sector. The relaunch of the Social Mobility Commission in December 2018, chaired by Dame Martina Milburn, reaffirmed the Government's commitment to monitoring progress towards improving social mobility in the UK and promoting it within England. This was demonstrated through the new Commission's [State of the Nation Report](#) for 2018-19, launched in April 2019. Likewise, the Social Mobility Foundation continues to benchmark and rank UK employers for their work on ensuring access and progression for talent from all backgrounds through the [Social Mobility Employer Index](#). Since its launch in 2017, 136 employers across 18 different sectors, representing 1.4 million employees in the UK have participated in the Index, and it is heartening to see their commitment to social mobility.

At the City Corporation, social mobility continues to be a central theme of discussions undertaken with key external stakeholders throughout the UK and beyond by the Rt. Hon. Lord Mayor Peter Estlin, our Chair of Policy and Resources Catherine McGuinness and other officers.

Nevertheless, the UK continues to be ranked as one of the lowest performing countries for relative income and social mobility by the Organisation for Economic Cooperation and Development (OECD). There remains much to do in order to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed.

This is the first in a series of reports that will be published over the course of this strategy, to demonstrate our continued commitment to social mobility.

# What we have achieved since September 2018

## Oversight and responsibility for the strategy

David Farnsworth, the Director of City Bridge Trust and the City of London Corporation's Chief Grants Officer, is the senior responsible officer for this strategy. David is supported to ensure that the strategy is delivered successfully by the Social Mobility Implementation Group (SMIG), which meets quarterly and is made up of officers from the following teams:

- Corporate Strategy and Performance
- Corporate Philanthropy and Volunteering
- City Bridge Trust
- Community and Children's Services
- Strategic Education, Skills and Culture Unit
- Innovation and Growth
- Human Resources
- Town Clerk and Chief Executive's Office.

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The SMIG is facilitated by the Corporate Strategy and Performance Team, and they hold day-to-day responsibility and oversight for:

1. Ensuring and maintaining organisational oversight on social mobility to maximise our collective impacts.
2. Developing and overseeing all processes relating to programme management of the strategy, including reporting and business planning responsibilities.
3. Developing a corporate approach to our networking, influencing and thought leadership activities on social mobility.
4. Creating and embedding a culture of social mobility throughout the organisation – building a coherent narrative and delivering effective communications internally and externally.



# What we have achieved since September 2018

## Our annual action plan

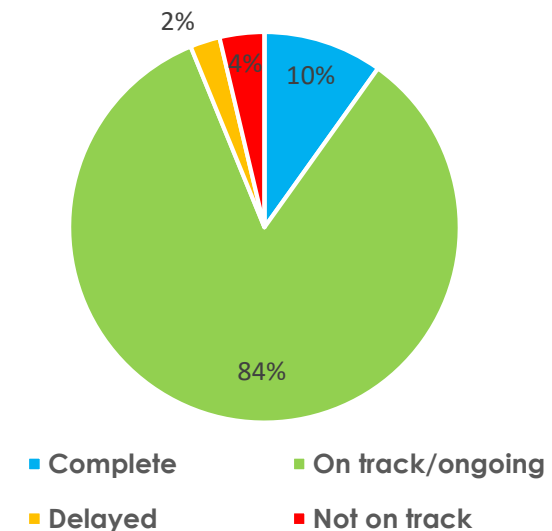
In order to develop the action plan, an internal mapping exercise was undertaken, which identified activities that were already happening or planned in relation to the strategy. This, along with information on all new activities relating to the strategy, have been included in the action plan, which took effect from January 2019 and is available in full at **Appendix Two**.

Analysis of our progress against all the activities are highlighted in the pie charts on pages 3 and 4 – at both a full action plan level and a specific outcome level. Of the **81 activities** linked to this strategy, **84% are on track/ongoing, 10% are complete, 4% are not on-track and 2% are delayed**. Mitigations are in place for those that are not on-track or delayed. For further details of progress against specific activities, please see **Appendix Two**.

Most activities in the action plan are being delivered using the budgets and resources agreed for the 2018/19 and 2019/20 financial years. We also secured **£100,000 of new funding** to run a pilot summer enrichment programme and **£15,000 of internal match funding** for a London Living Wage promotion campaign in 2019, which are both covered in more detail as case studies later in this report.

Over the next few pages, we have shared the progress, key highlights, case studies and the teams involved in each outcome area.

Analysis of full action plan  
(Total 81 activities)

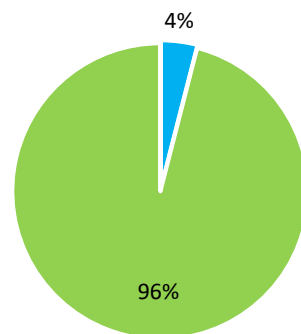


So far, of the 81 activities in the action plan, we have completed 10% of them, 84% of activities are on track/ongoing, 2% are delayed, and only 4% of actions are not on track.

# What we have achieved since September 2018

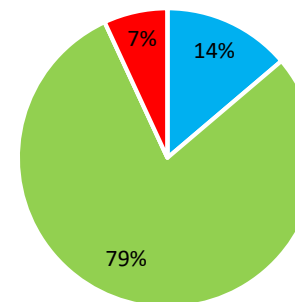
## Progress analysis by outcome area

**Outcome 1**  
(Total 25 Activities)



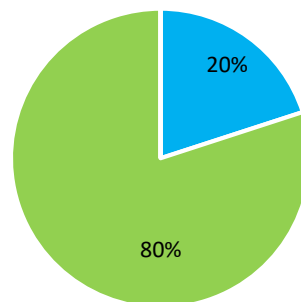
■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

**Outcome 2**  
(Total 29 Activities)



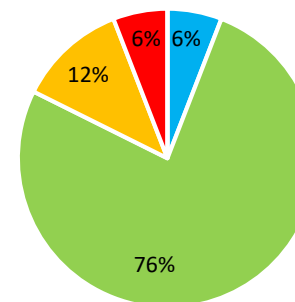
■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

**Outcome 3**  
(Total 10 Activities)



■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

**Outcome 4**  
(Total 17 Activities)



■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

# What we have achieved since September 2018

## Outcome 1 – Everyone can develop the skills and talent they need to thrive

### Our highlights

- **Libraries** – Across the Barbican and Community Libraries we have provided free and inclusive access to space and materials and delivered reading programmes, classes and courses that encourage skills development and lifelong learning. It is widely researched and agreed that the ability to read, and access to informal learning opportunities and free spaces for personal development are essential in an individual's education and employment readiness, especially for those from lower socio-economic backgrounds who may lack . In 2018/19 there were 434,877 visitors to the libraries, and there were 64 adult reading sessions attended by 159 people and 58 children reading sessions attended by 356 people. There were also specific reading campaigns, including Read to Succeed and the Summer Reading Challenge – supporting 2182 and 245 people respectively. We also delivered a range of classes and workshops at the libraries including, including ESOL with computing, Let's Talk English Conversation Classes, CV Workshops and support with visa applications.
- **Encouraging a Fusion Skills curriculum across the City family of schools** – In order to better prepare young people for the future of work, it is important that they develop 'transferable skills'– those skills which are common to and cut across many occupations, such as problem solving, critical thinking and communication. To boost social mobility, a list of 12 fusion skills are viewed to be crucial. These are: Oral communication / presentation skills; Collaboration and teamwork; Initiative; Problem solving; Organisational skills (planning, time management, deadlines, prioritisation, multi-tasking); Adaptability / flexibility; Written communication; Independent working / autonomy; Critical thinking; Resilience; Creativity; and Analysis and evaluation skills.

In 2018/19 we ran a successful fusion skills curriculum pilot at the City of London Academy Islington, with further pilots planned at our other schools in the coming years. This was alongside nine fusions skills enrichment events for pupils at our schools, including: Schools Concerts, Chess Tournament, Debating Competitions and an Art Exhibition. Furthermore, to enhance our collective understanding of what fusions skills are, we hosted a high-profile and international Fusion Skills events, which focused on a national and international standard for fusion skills, including a fusion skills assessment tool and the launch of our joint research with Nesta on what the future skills requirements are in the world of work.



### Teams working on this outcome:

Adult Skills and Education Services

Barbican and Community Libraries

Strategic Education, Skills and Culture Unit

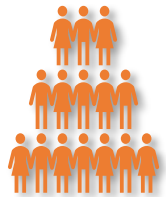
# What we have achieved since September 2018

## Our highlights for outcome 1 continued ...

- **Culture Mile Learning** – We delivered three 'bundle' days designed to offer school groups inclusive access to high quality cultural and creative learning experiences, which provide pupils and learners with fusion skills and widened and inclusive access to cultural capital. This included visits to two or more Culture Mile Learning partner venues. In addition, we organised 'Young City Poets', during which 877 pupils from 32 schools – of which 29% were receiving free school meals – worked with professional poets to inspire their creative writing. Culture Mile Learning also run the School Visits Fund and in 2018/19 the Fund received 275 applications from schools and not-for-profit educational organisations, benefitting 12,976 pupils. On average 49% of these pupils were on Pupil Premium, which is above the London average of 35%.

## Detailed case study – London Careers Festival, 17-21 June 2019

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**5,000** young people  
attended events



**175** organisations  
participated



**Funding secured** to  
deliver again in 2020

In partnership with businesses, institutional employers, Livery Companies and a wide array of educational establishments and partners, we delivered the London Careers Festival for the first time from 17-21 June 2019. The Festival hosted a free programme of events focusing on skills, work experience and employability. The event was designed to connect children and young people from all socio-economic backgrounds with the diverse array of opportunities offered by businesses within the City of London and across the rest of London, as well as fuelling their imaginations and helping to inform and shape their futures.

Over **5,000 children and young people** from **over 130 schools, sixth-form colleges and youth groups** booked tickets to attend across the week. A total of **175 organisations** took part in the London Careers Festival, including **40 Livery companies** that participated in the Livery Schools Links Annual Careers Showcase and a further **60 companies** that hosted stalls as part of the Apprentice 19 event, aimed at encouraging young people to consider apprenticeships as a career route.

Further funding has now been secured to deliver the London Careers Festival in the summer of 2020.

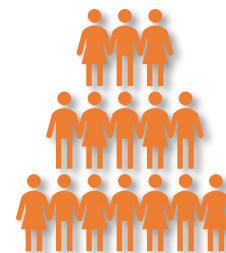
This case study links to **outcome one** of the strategy - 'Everyone can develop the skills and talent they need to thrive', by raising educational and employment aspiration and attainment for all.

# What we have achieved since September 2018

## Outcome 2 – Opportunity is accessed more evenly and equally across society

### Our highlights

- **10-year partnership with the Prince's Trust** – We are in the fifth year of this partnership, and as of April 2019, just under 7000 young Londoners, particularly those experiencing disadvantage and those that are furthest from the education and labour markets, have been supported as a direct result, with 75% of all those supported moving into education, employment, training or volunteering. Oftentimes these young people will be working with multiple agencies and the ongoing and long-term nature of our funding ensures that they are given sufficient time and support to achieve their goals.
- **Business Healthy** – We are committed to bringing businesses in the City together to ignite a positive change in the health and wellbeing of their workforce, as this is a vital way in which we can ensure people remain in work. Since January 2019, the number of individual member organisations within Business Healthy has increased by 4% and the number of individual members has increased by 55%. 46% of member organisations are located within the City and 61% of those are SMEs. In May 2019, in partnership with the GLA, tying in with the Mayor of London's "Good Work Standard" programme, Business Healthy delivered a seminar on supporting the health and wellbeing on London's "hidden" workforce (i.e. cleaners, hospitality and retail staff, security etc.) in partnership with the GLA, tying in with the Mayor of London's "Good Work Standard" programme.
- **Being a corporate parent** – We have a statutory duty to act as a corporate parent to those that are placed in our care. In the last year, we have been a corporate parent to 29 children and young people, providing them with access to a dedicated Social Worker and Virtual Head who acts as an educational advocate for them within the educational institutions they attend. Most of our children and young people are unaccompanied asylum-seeking refugees, and as a result of their experiences and the fact that they may not speak English as a first or second language, they are at serious disadvantage within the education system. We work hard to ensure that our students thrive, with 90% of our students making expected progress in their learning with two people successfully completing their first year of University. We have also provided ESOL-classes at the Golden Lane Community Centre and connected them with the work of our own schools too. In 2019, pupils from the City of London School volunteered to participate in a learning programme with our 29 children and young people, completing activities such as sport, paired reading and enrichment sessions.



### Teams working on this outcome:

City Bridge Trust,  
Culture Mile and Culture Mile Learning,  
Cultural Services,  
Central Grants Unit,  
Public Health,  
Community Engagement,  
Virtual Head Services,  
Strategic Education, Skills and Culture Unit,  
Corporate Strategy and Performance.



## What we have achieved since September 2018

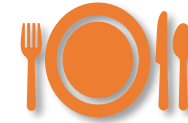
### Detailed case study – Summer Enrichment Pilot, Summer Holidays 2019



**100k** in funding  
secured



**100+** young  
people engaged



Over **1,000** nutritious  
meals served

**£100,000 of funding** was contributed to a Summer Enrichment Pilot in 2019, aimed at children and young people from lower socio-economic backgrounds in the London Borough of Islington to tackle summer learning loss, summer hunger and summer enrichment during the 2019 summer holidays.

We ran **four pilots**: two were based at the City of London Academy Highbury Grove (CoLAHG), with each running for one week – the first was aimed at **30 children** that will be starting in Year Seven in September 2019, and the second was aimed at **30 existing CoLAHG pupils** in Years Eight and Nine. The other two pilots were based in the community, and the [Cripplegate Foundation](#) organised these on our behalf. One was a four-week programme, run by All Change, for four hours a day for four days aimed at **40 young women**. The second was a four-week programme, run by Global Generation, for four hours a day for four days aimed at **30 young people**.

Whilst each project is different, they share in common a commitment to providing healthy food options, a nurturing learning environment and time to do activities that are fun, inspiring and creative. Children and young people are actively encouraged to expand their horizons, form positive habits and routines and develop their skills and confidence.

The evaluation of this programme will be delivered in partnership with the [Mayor's Fund for London](#) and [Northumbria University](#), with the full evaluation available in **January 2020**. The evaluation is extensive, and involves collecting data around the children's characteristics (i.e. age, gender, eligibility for free school meals), their attendance and the activities they participated in. The evaluation also includes where applicable a physical activity study; a young people's perspectives study; a learning loss study; a fusion skills evaluation survey; observational visits and senior stakeholder interviews.

This case study links to **outcome two** of the strategy - 'Opportunity is accessed more evenly and equally across society', by removing barriers, overcoming gaps and improving access and participation in order to improve attainment for our pupils and learners experiencing disadvantage or poverty.

# What we have achieved since September 2018

## Outcome 3 – Businesses and organisations are representative and trusted

### Our highlights

- **Financial Services Skills Taskforce** – We seconded a member of our Innovation and Growth Team to the Chancellor's Financial Services Skills Taskforce, chaired by Mark Hoban and convened by TheCityUK, with support from the City of London Corporation and EY. The interim report was released in June 2019 and showcased the major skills challenges facing the financial services sector, including its low spend on training, its lack of diversity at all levels, its perceived values and culture and the fact that its skills needs are evolving faster than roles can be filled. This taskforce is essential in supporting this sector to address these technological and social challenges – particularly in relation to the evidenced lack of diversity of any form, including socio-economic diversity, within financial services which the report calling for greater efforts to be made to level the playing field by offering training and opportunities more equitably to under-represented groups
- **Partnering with Tomorrow's Company** – Low pay and in work poverty are major barriers to social mobility, with 4m. people in the UK in work and in poverty. In the last year, we have developed a close working partnership with Tomorrow's Company, to support their work as the convenor and leader of the UK-wide and cross-sectoral Financial Inclusion Alliance. As a result of this partnership, we will be hosting the Alliance's first In-work Poverty Summit in January 2020, aimed at redesigning the way our economy and workplaces operate to help people break free of poverty.
- **Delivering our Digital Skills Strategy** – We have been, as part of the Rt. Hon. Lord Mayor Peter Estlin's work on Shaping Tomorrow's City Today, working with businesses to take responsibility for filling the digital skills gaps and shortages they identify and predict for the future within their workforce. This is particularly important for a workforce's social mobility, as those without the necessary digital skills, who are therefore digitally excluded, are more likely to find themselves without a job, or with fewer job prospects, in the longer-term. It is therefore vital that businesses commit to the learning and development of their workforce and ensure that they have a sustainable hiring pipeline. Our work in this area has resulted in the development of a UK-wide and cross-sectoral coalition, 'future.now', dedicated to motivating people and businesses to boost their digital skills.



#### Teams working on this outcome:

Innovation and Growth,

Human Resources,

Strategic Education, Skills and Culture Unit,

Corporate Strategy and Performance.

# What we have achieved since September 2018

## Detailed case study – Living Wage Campaign, February 2019



Campaign reached  
over **5 million** people



Won the '**Industry  
Champion Award**' for  
the campaign



**33%** increase in  
enquiries to Living  
Wage Foundation

In partnership with the Living Wage Foundation, we launched a two-week campaign in February 2019 that involved **social media, newspaper advertising, 17 posters in nine of London's busiest tube stations** including Liverpool Street, Euston, Victoria and Paddington, and **direct discussions with City businesses**, all focussing on encouraging more City financial and professional services firms to pay the London Living Wage of £10.55 per hour. The initiative was launched at the Museum of London where City businesses, MPs and councillors joined ambassadors from City firms already paying the London Living Wage.

The high impact, high quality campaign was one of our widest reaching campaigns to-date, reaching **over five million people** across the capital – **1.3 million people** were reached via the underground posters and a **further 3.8 million people** reached via our social media campaign.

In the first month after the campaign there were:

**14 enquiries** from non-accredited employers about LLW accreditation as a direct result of the two-week campaign. This represents a **33% increase** in enquiries from the Square Mile compared to the previous fortnight before the campaign.

**One new City employer, Cielo Talent Management**, progressed to full accreditation

The Living Wage Foundation awarded us the Industry Champion Award in their annual Living Wage Champion Awards in June 2019, stating that the campaign was innovative, bold and demonstrative of our continued commitment to the Living Wage. We are proud to be an advocate for the Living Wage, as we recognise that unless people are paid properly for their work, they cannot achieve social mobility.

This case study links to **outcome three** of the Strategy – '*Businesses and organisations are representative and trusted*', by supporting businesses to take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.

# What we have achieved since September 2018

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

### Our highlights

- **Supporting the Living Wage Foundation** – We continue to be a living wage employer and charitable funder, as well as investing for a second year in hosting the 2019 Living Wage Annual Awards. Low pay is a barrier to individuals being able to progress in their careers, and by committing to the Living Wage, we are able to ensure that our employees at every level of the organisation have the financial security and resilience they need to succeed.
- **Staff Networks** – We employed a Diversity and Engagement Lead for the first-time to ensure the organisation is implementing best practice in organisational equality, diversity and inclusion and to provide support to our volunteer-led Staff Inclusion Networks. In the past year the networks have been re-branded from 'Diversity' to 'Inclusion Networks'. We also re-launched Carers and Parents Network and we joined the Stonewall Diversity Champions Programme. Our networks are a vital way in which we ensure that our organisation is inclusive for all – especially those experiencing disadvantage or from lower socio-economic backgrounds. They are also an essential vehicle through which we can offer our staff mentoring opportunities.
- **Recruitment and Selection Practices** – In 2018/19, 4.1% of our workforce were apprentices, exceeding the Government's public sector target of 2.3%, providing even more ways for people with or without formal qualifications to come and work for us. We have also developed a new recruitment website, video and branding approach, which is aimed at encouraging people from more diverse backgrounds to work for us, with a particular focus on strengthening our employer brand and improving the accessibility of our recruitment literature, in order to encourage a wider range of people to come and work for us.



#### Teams working on this outcome:

Procurement,  
Central Grants Unit,  
Human Resources,  
Equalities and Inclusion Board,  
Corporate Philanthropy and Volunteering.

# What we have achieved since September 2018

## Detailed case study – Social Mobility Employer Index Ranking and Feedback, September 2019



Ranked **56** in the  
2019 index



*Improvement of 10  
places, compared to  
our ranking in 2018*



*Commended for our  
organisation-wide  
commitment to  
social mobility*

In 2019, 125 cross-sectoral employers from across the UK entered the Social Mobility Employer Index, which is in its third year and is run by the Social Mobility Foundation. We were pleased to have been ranked 56, and therefore featured as part of their published Top 75 of employers. Our inclusion in the Index is a positive external confirmation of our commitment to taking action to ensure that we are open to accessing and progressing talent from all backgrounds. The Index result recognised that by launching a 10-year corporate strategy on social mobility, we have demonstrated that social mobility is a key long-term strategic priority for the organisation that has been endorsed by senior officers and elected Members.

Our feedback has provided us with several key areas that we must either sustain or develop further, including:

- Ensuring that the outreach work that we do through our educational and cultural institutions continues to target schools with above average levels of Free School Meals, low levels of attainment or without existing relationships with a wide range of employers. We must now turn our attention to linking our outreach work with our own recruitment pipeline.
- Continuing to offer a range of apprenticeships, including higher apprenticeships, which are a genuine route into the organisations and allow for ongoing career progression.
- Encouraging our supply chains to take action on social mobility through our commitment to procuring services responsibly and sustainably, thus helping to create a positive chain-reaction by asking suppliers about their approach to social mobility as part of our contracting processes, including committing to working with the to build joint initiatives to tackle the problem.
- Collecting data to really evidence the impact of the work that we are doing remains an area of weakness, which we must commit to addressing in the coming year.

This case study links to **outcome four** of the strategy – ‘We role model and enable social mobility in the way we operate as an organisation and employer’, by reviewing and improving 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 signs of people’s ability to succeed in our workforce.

# Our performance framework



In April 2019, we agreed a performance framework for the strategy, shown at **Appendix Three**. It commits us to measuring the effectiveness and impact of our work against 37 key performance indicators (KPIs), which are aligned to our four outcome areas, and high-level activities. The performance framework also enables us to clearly demonstrate our impact against our Corporate Plan for 2018-23, which is outlined in **Appendix Four**.

The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having. **In future reports, we will provide baseline and benchmark data for all 37 KPIs, and our targets – these are all still being developed, although we are able to provide some information on the KPIs below.**

Through this performance framework, we will be able to monitor our impact against the following over-arching measures of success that are written in the strategy:

1. Our employees, as well as the learners, residents and work population we work with achieve positive social mobility, by nurturing their skills and talents to increase their access to opportunity within a society that understands the need for an importance of social mobility.  
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. 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.

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**90%** of our family of schools are rated as 'good' or 'outstanding'

**68%** of our adults, children and young people who were referred to safeguarding expressed their outcomes were fully met

**100%** of our housing stock meets and/or exceeds 'decent homes' standards

**100%** of City families take up the two-year-old free early learning offer

**200 organisations** and **70,598 Londoners** benefitted from City Bridge Trust funding

**97 FPS firms** in the Square Mile have adopted the London Living Wage

**4% increase** in number of Business Healthy member organisations and **55% increase** in number of individual members since 2019

**Ranked 56** in the Social Mobility Employer Index in 2019

**742 employees** are signed up to our staff inclusion networks, with 170 actively attending events.

Our gender pay gap is **6.4%** (2018)

**4.1%** of our workforce are apprentices



## Planning for the coming year

We are pleased to demonstrate our continued commitment to social mobility in pursuit of our vision for a society where people from all socio-economic backgrounds can flourish and reach their full potential. We are proud of what we have achieved in the last year and to share our progress through this report. This strategy has ensured that we have a shared understanding of what social mobility means to us and what our role is in improving social mobility for employees, residents, learners, pupils, workers, organisations and employers. It is still early days for this ten-year strategy, and so in the coming year, we will work hard to consolidate and embed our successes by continuing to work collaboratively to deliver innovative and impactful activities.

Whilst many of the activities in our action plan will continue and develop, we will also spend the next year focusing on:

- Page 29
- Fully implementing the strategy's performance framework
  - Testing the feasibility of a multi-generational and longitudinal study
  - Embedding a corporate approach to our external communications, influencing and thought leadership activities on social mobility.
  - Identifying and developing new activities that we can deliver in this space.

We are continually enhancing our understanding and knowledge of social mobility in the context of the people, outcomes, activities and enablers that we have prioritised. By committing to learning from what we are doing, we will improve and develop further our work to bridge and reduce the socio-economic divides that the people we work with are experiencing or tackling.

By delivering this strategy **we hope to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed.**



# Appendix 1 – One page 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*

- 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.

## Our Activities

- 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. p.15



## Appendix 2 – Detailed action plan

The full detailed action plan is available to download at request. If you would like a copy of the action plan, please email Sufina Ahmad, Corporate Strategy Manager, at [sufina.ahmad@cityoflondon.gov.uk](mailto:sufina.ahmad@cityoflondon.gov.uk).

Social Mobility Strategy, 2018-28: Potential today, success tomorrow										
Our vision: People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.										
Outcome 4: We role model and enable social mobility in the way we operate as an organisation and employer.										
Beacon Projects - highlighted in green, on table below										
Action	Lead Department/s	Resourcing confirmed?	Stakeholder Group	High Level Activity	Associated Enabler (for HLA)	Associated KPI (Basket of indicators)	CP Outcome / HLA	Primary link to other corporate strategy/plan	Geography covered by activity	RAG
Re-brand and deliver the Employee Volunteering Programme - creating meaningful volunteering opportunities that support staff development and progression,	CBT	Yes	Our volunteers	Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.	Improved organisational practices to champion and enabler socio-economic diversity	Number of staff taking part in the EVP in the last 12 months	5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.	Corporate Volunteering	Organisation	On track/ongoing
Continue to be a London Living Wage Charitable Funder	CBT	Yes	Organisations	Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.	Improved organisational practices to champion and enabler socio-economic diversity			Bridging Divides	London	On track/ongoing
Role model high impact philanthropy with a focus on increasing social mobility.	CBT	Yes	Organisations	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.	The development of personal attributes and 'soft' skills, such as networking, communication etc	Monetary amount of philanthropic activity delivered by the City Corporation	5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.	Philanthropy	London	Delayed
Continue to be London Living Wage Employer, including for apprenticeships, internships and traineeships, and supply chain.	Chamberlain's	Yes	Our employees	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.	Improved organisational practices to champion and enabler socio-economic diversity			Responsible Business	London	On track/ongoing
Deliver the Equalities and Inclusion Board Action Plan (overarching plan)	DCCS	Yes	Our employees	Champion equality, diversity and inclusion, particularly in terms of equality of opportunity and provision.	Improved organisational practices to champion and enabler socio-economic diversity	% improvement in diversity in organisational and institutional activities	3a. Promote and champion diversity, inclusion and the removal of insitutional barriers and structural inequalities.	Equality and Inclusion Action Plan	Organisation	On track/ongoing

RAG Ratings	
Complete	
On track/ongoing	
Delayed	
Not on track	

# Appendix 3 – Performance Framework



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

### HLA: Prepare our learners for the jobs of the future.

- # people volunteering or involved in community activities
- # learners gaining a national accreditation
- # learners enrolled in training and courses
- # apprenticeships
- # work experience placements

### HLA: Raise educational and employment aspiration and attainment.

- % NEET
- School 'Progress 8' and 'Attainment 8' score
- % of City family of schools rated as 'good' or 'outstanding'
- % uptake of fusion skills curriculum across our educational and cultural institutions
- % reduction of City firms experiencing skills gaps
- # visitors to community facilities and open spaces
- % adults, children and young people referred to safeguarding whose expressed outcomes are met
- # participating in creative/cultural learning programmes

## 3. Businesses and organisations are representative and trusted.

### HLA: Promote and encourage the need for and benefits of social mobility across business and government.

- % increase in FPS firms adopting the London Living Wage
- Increase in ranking and numbers of FPS firms in the Social Mobility Index

### HLA: Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

- Increase membership and participation in 'Business Healthy'
- # FPS firms including trustworthiness in their board agendas
- # FPS firms offering apprenticeship schemes
- # work experience placements
- % reduction of City firms experiencing skills gaps

## 2. Opportunity is accessed more evenly and equally across society.

### HLA: Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

- % of our housing stock meeting and/or exceeding 'decent homes' standards.
- % City families taking up the two year old free early learning offering
- # new social homes completed
- Intended # beneficiaries benefiting from CBT funding
- Reduction in the prevalence of mental health across communities in the Sq. M
- % of CoL collections available digitally

### HLA: Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

- % diversity of residents, learners, workers and visitors at City sites/institutions
- # people volunteering or involved in community activities
- % people who report increased quality of life after relevant interventions

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

### HLA: Identify and address barriers to employment and progression inclusively.

- % workforce from excluded or protected groups who progress within 5 years
- % apprentices/ work experience/ volunteers securing employment upon completion
- % workforce that are apprentices
- # work experience placements (for org)
- % improvement in diversity in organisational and institutional activities
- Number of staff taking part in the EVP in the last 12 months
- # attending showcasing events/recruitment drives

### HLA: Review our organisational working practices to ensure that these do not act as barriers to social mobility.

- Ranking in the SMEI
- Gender pay gap (internal)

### HLA: Champion equality, diversity and inclusion.

- Monetary amount of philanthropic activity delivered by the City Corporation.
- # of (active) employees in staff diversity networks

## Appendix 4 – Alignment to our Corporate Plan

### Corporate Plan links

The KPIs we have identified align, primarily, to the achievement of the following Corporate Plan outcomes and high-level activities:

- **Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential**
  - 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**
  - Support, celebrate and advocate responsible practices and investments.
  - Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.
- **Outcome 8 – We have access to skills and talent o Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.**
  - Champion access to global talent.
  - Identify future skills needs, shortages and saturations.
  - Champion investment in relevant skills and diverse talent pools.

Additionally, there are several KPIs within our performance framework that also support the achievement of the following CP outcomes:

- **Outcome 1 – People are safe and feel safe**
- **Outcome 2 – People enjoy good health and wellbeing**
- **Outcome 4 – Communities are cohesive and have the facilities they need**
- **Outcome 7 – We are a global hub for innovation in financial and professional services, commerce and culture**
- **Outcome 10 – We inspire enterprise, excellence, creativity and collaboration**

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## Appendix One:

### ITEM 13(C)

## Motion – *by Dominic Christian*

*To be presented on Thursday, 12<sup>th</sup> September 2019*

*To the Right Honourable The Lord Mayor, Aldermen and Commons*

*of the City of London in Common Council assembled.*

### **Motion:-**

That this Honourable Court welcomes the development of a Sport & Physical Activity Strategy for the City of London Corporation which will enhance the City's contribution to London's cultural and community life; build on the existing work of our open spaces, schools, and academies; and support our commitment to the health and wellbeing of City residents, workers, and visitors.

In guiding Officers as they draft the Corporation's strategic vision for sport and physical activity, the Court believes that:

- Sport inspires competitors to achieve the best they can, and celebrates both winning and taking part;
- Sport and physical activity enables participants of all ages to live healthier more active lives;
- Sport unifies society: it is the ultimate social inclusion with participants and spectators drawn together from all backgrounds, helping to develop more cohesive communities;
- Sport produces significant social return, for example by improving mental health and reducing crime, including diverting young people away from gang and knife crime;
- Sport teaches fusion skills which enhance employability, such as teamwork and resilience;
- Sport contributes to London's global brand in offering a comprehensive attractive package to businesses and their staff in a way few other cities can;
- Sport enhances the Corporation's convening power by providing networking opportunities to bring people together informally.

Moreover, this Court notes the wide engagement of the City's business community in sport as commercial partners, as well as supporting staff and community sport activities, using both to strengthen brand and build bridges with domestic and international customers and stakeholders.

It further notes the importance that the Mayor of London and agencies such as London & Partners place on sport, both in growing participation and in bringing more elite competitions to the capital.

This Court therefore commits the Corporation to develop a comprehensive and unified Sport & Physical Activity Strategy which:

- a) supports the development and improvement of our existing sport and physical activity facilities, including those in our open spaces, and their use for both widening participation and hosting elite competitions;
- b) fully involves the City's schools and academies as part of their educational and co-curricular provision;
- c) supports London bids for international elite sport tournaments in accordance with Government, UK Sport and the Mayor of London's priorities, including provision of facilities and hospitality both during bids and once an event has been successfully secured;
- d) as part of our regional strategy, provides appropriate support for hosting bids submitted by other parts of the United Kingdom (where they are not in competition with London);
- e) engages City residents and workers, as well as students in our schools and academies and residents in Corporation housing, in sport and physical activity programmes and events designed to increase participation and improve health and wellbeing;
- f) promotes diversity and inclusion in sport, including women and girls, disability, BAME and LGBTQ+ involvement; and
- g) works alongside the Department for Digital, Culture, Media, & Sport; UK Sport; Sport England; the Sport & Recreation Alliance; London Sport; the Greater London Authority; London Councils; international and national sport federations; and local professional and amateur sports clubs.

In developing the new Strategy, this Court also requests:

- i. the Policy and Resources Committee to put in place:
  - (a) appropriate Member-level governance arrangements for strategic oversight of the Corporation's sport activities and sport engagement; and,
  - (b) being mindful of the ongoing Fundamental Review, appropriate resource allocation for sport, including drawing together existing resources into one identifiable budget;
- ii. the Establishment Committee to ensure that adequate management and operational structures are in place to oversee the delivery of the Strategy.

*Signatories to the Motion, pursuant to Standing Order 12(3):-*

*Dominic Christian  
Caroline Addy  
Rehana Ameer  
Alexander Barr  
Deputy Keith Bottomley  
Karina Dostalova  
Christopher Hayward*

*Alderwoman Susan Langley  
Munsur Ali  
Randall Anderson  
Nicholas Bensted-Smith  
Graeme Doshi-Smith  
Deputy Kevin Everett  
Sophie Fernandes*

*Deputy Jamie Ingham Clark*  
*Deputy Edward Lord*  
*Andrew McMurtrie*  
*Alderman William Russell*

*Alderman Gregory Jones*  
*James de Sausmarez*  
*Jeremy Simons*  
*Deputy Philip Woodhouse*

**Appendix Two:**  
**Draft Version of Sport and Physical Activity Strategy, 2020-25**  
**Strategy Author:** Sufina Ahmad, Corporate Strategy Manager

**Sport and Physical Activity Strategy, 2020-25**  
*For a healthy, active and thriving London*

**Foreword by the Chair of Policy and Resources and Town Clerk**

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To be added, post approval at officer and Member Committees.

**Deputy Catherine McGuinness**  
Chair of Policy and Resources  
Committee

**John Barradell**  
Town Clerk and Chief Executive

**January 2020**



# Sport and Physical Activity Strategy, 2020-25 – For a healthy, active and thriving London

## Executive Summary

### Our definition of sport and physical activity, based on those used by Sport England and the World Health Organisation

Sport refers to activities that require physical exertion and involve individuals or teams, and physical activity is any bodily movement that requires the expenditure of low, moderate to high levels of energy, e.g. walking or dancing. Exercise is a sub-category of physical activity.

### Why sport and physical activity matters to us

The City Corporation aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan (CP). We want to raise London and the UK's profile globally: driving and inspiring engagement with and participation in sport and physical activity and contributing to London and the UK's attractiveness for individuals, communities and business. This drives improvements in physical and mental health, including tackling health inequalities, individual development, social and community development, including social isolation, and economic development.

### Who we will work with

We will work with relevant local, regional and central governments, sport infrastructure bodies, businesses, civil society organisations, including charities, national governing bodies of sport and individuals and communities to deliver the work outlined in this strategy. We want this strategy to support London as a whole, including our residents, our students, the visitors to our Open Spaces and the businesses and workers we support in the Square Mile.

### Our Vision

*To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.*

### Our Outcomes

*People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.*

**Links to CP Outcomes 2 and 3**

*High profile and inclusive mass participation events strengthen community bonds and encourage more sport and physical activity.*

**Links to CP Outcomes 3 and 4**

*London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.*

**Links to CP outcomes 7 and 10**

### Our Activities

- Promote active travel in the Square Mile.
- Commission sport and physical activity services that individuals and communities in the Square Mile want and need.
- Work with Public Health to encourage sport and physical activity in the Square Mile.
- Use our assets to encourage accessible and inclusive sport and physical activity.
- Raise awareness of the benefits of sport and physical activity across our programmes, services, schools and Open Spaces.

- Host, and where needed, co-design inclusive mass participation events for local communities.
- Champion community-led ideas that encourage sport and physical activity and community cohesion.
- Engage businesses, including those in the Square Mile, in mass participation events.
- Work with sport infrastructure bodies, national governing bodies of sport and civil society to drive up sport and physical activity levels.

- Proactively and strategically support the development and delivery of bids and cross-sectoral partnerships for major sporting events.
- Deliver events and activities to celebrate and promote major sporting events.
- Offer a range of relevant services and support to visitors, event organisers, volunteers etc.
- Promote London and the UK's major sporting events offer, including the benefits, nationally and internationally to different audience

### Our Success Measures

This strategy will deliver an increased number of high-quality major sporting and mass participation events in London and the UK, ensuring that the City Corporation is recognised as a key partner within these, as well as a diverse and inclusive sport and physical activity offer that aims to support increased activity levels and improves wellbeing for our residents and workers, our students and those visiting our Open Spaces.

## Introduction and vision

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The City of London Corporation (City Corporation) is the governing body for the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. This strategy outlines our vision, approach and commitment to sport and physical activity until 2025. It is an externally-focussed strategy that complements the strategic priorities set out in Central Government's '*Sporting Future*' Strategy; Sport England's '*Towards an Active Nation*' Strategy; Public Health England's '*Everybody Active, Every Day*' Briefing; and the Greater London Authority's (GLA) '*Sport for All of Us*' Strategy.

## Definitions

Our definition of **sport and physical activity** is based on the definitions used by Sport England and the World Health Organisation<sup>1</sup>. Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.

We are keen for this strategy to encourage and inspire individuals from all backgrounds and abilities to be active every day, as per the UK Chief Medical Officer's recommendations. We are defining an **inactive person** as someone who has done less than 30 minutes of moderate intensity activity per week – which is the definition used by Sport England in its '*Active Lives Survey*'<sup>2</sup>. The Chief Medical Officer's definition of an **'active' person** is someone who is physically active for more than 150 minutes a week, in sessions of at least 10 minutes.

## Why sport and physical activity matters

According to 2017/18 figures published by the Department for Digital, Culture, Media and Sport on physical activity among the UK's population, 25% of people aged 16 years and over in England are categorised as physically inactive<sup>3</sup>. Specific groups are more likely to be physically inactive compared with the wider population, including women and people from black, Asian and minority ethnic (BAME) backgrounds<sup>4</sup>.

Investing in sport and physical activity is very much aligned to our own strategic aims set out in our Corporate Plan for 2018-23, to contribute to a flourishing society, to support a thriving economy and to shape outstanding environments. Like Central Government, we agree that sport and physical activity brings significant benefits and improvements to individuals and communities in the UK in the outcome areas listed on the following page:

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<sup>1</sup> <https://www.who.int/dietphysicalactivity/pa/en/>

<sup>2</sup> <https://www.sportengland.org/research/active-lives-survey/>

<sup>3</sup> <https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest>

<sup>4</sup> <https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest>

## **1. Physical health –**

Sport and physical activity help people of all ages and backgrounds – including children and young people – to live healthier and more active lives. It can reduce the risks associated with a range of common health conditions, including musculoskeletal disorders (MSDs), cancer, dementia, strokes, heart disease and diabetes. Sport and physical activity can also offer meaningful opportunities to address and tackle health inequalities. In addition to the health benefits, regular physical activity can help to alleviate the symptoms associated with common physical and mental health conditions, which in turn helps to reduce costs to businesses associated with sickness absence among the workforce.

## **2. Mental health –**

Sport, exercise and physical activity can increase self-confidence and contribute to the reduction of symptoms relating to a range of mental health conditions, such as stress, anxiety and depression. This applies in a range of settings, including in public and open spaces, such as parks.

## **3. Individual development –**

Sport and physical activity can positively contribute to improving educational attainment and students' behaviours and attitudes, offering them fusion skills (a combination of creative, technical, cognitive and emotional skills), as well as support the development of characteristics and skills that enhance an individual's employability and wellbeing, such as team working, communication, resilience and problem solving.

## **4. Social and community development –**

Sport and physical activity can bring people together, often from different backgrounds, highlighting the positive aspects of their community and the place where they live, work or study, resulting in greater levels of community cohesion and reducing social isolation. This is often due to the values that sports instil such as respect, friendship, excellence, inspiration, equality, courage and many more.

## **5. Economic development –**

Sport and physical activity create jobs, promote growth, enhance the attractiveness of a place, drive exports and increase levels of inward investment. The sport sector contributes £39 billion to the UK's Gross Domestic Product and it plays a significant role in supporting the UK Government's the GREAT Campaign, which promotes the UK abroad in a number of areas including our tourism offer. Indeed, sport is seen as an increasingly important political influencing and policymaking tool, as evidenced by the Department for Digital, Culture, Media and Sport, the Foreign and Commonwealth Office, the Cabinet Office and others considering this as part of the British Foreign Policy Group – a group that the City Corporation's Remembrancer is a member also. Ultimately, major sporting events hosted in London and the UK, alongside London and the UK's sport and physical activity offer, contribute to London's global brand by offering a comprehensive and attractive package to businesses and their workers in a way that few other places can.

## Why sport and physical activity matters to us

In addition to all of the above reasons, we are committed to the GLA, Sport England and London Sport's ambitions to make London ***the most physically active city in the world***. As part of this, they are committed to the following two major priority areas, which, given the breadth and quality of our assets, we feel our organisation can contribute to positively:

### 1. Major Sporting Events

London is globally recognised for its ability to host inspiring major sporting events, resulting in increased levels of positive social and community development, as well as improvements in the local, regional and national economy – especially through increased levels of inward investment and increased numbers of visitors.

### 2. Increased levels of sport and physical activity

All Londoners, including those with visual impairments, physical disabilities, or those who are elderly, can access and participate in sport and physical activity, resulting in improvements in their physical and mental health, individual development and community cohesion.

Additionally, it is our belief that investing in sport and physical activity is essential right now, in the face of:

- Higher prevalence of mental and physical health conditions for people that are inactive, as evidenced by Public Health England and Sport England.
- An ageing population and the health and social risks that this brings, including increasing levels of loneliness and isolation, as evidenced by Public Health England and Sport England. Social isolation can be experienced by people of all ages and backgrounds, including young adults.
- Challenges to community cohesion – as evidenced in strategies and research by the GLA, often citing how this issue is exacerbated in London due to the levels of transience across different population demographics and the lack of positive diversions for people, such as young people who are at higher risk of being negatively impacted by knife crime in London.
- Reductions in public sector spending on sport and physical activity.
- Economic uncertainty alongside cost of living increases.
- Changing perceptions of London as a welcoming and attractive place to be for residents, workers, visitors and businesses, as highlighted through London's ranking in the Global Brand Index.
- Political uncertainty relating to UK trade agreements and our ability to develop partnerships abroad.

Going forward, **our vision** is:

*To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.*

## **What we will do**

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### **Our outcomes and high-level activities**

In order to build upon our experience, and fulfil our strategic vision, we have identified the following three outcomes and associated high-level activities –

#### **Outcome 1: People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.**

This means that we will prioritise the following types of activities:

- a) Promote and support active travel, i.e. cycling and walking, for all abilities throughout the Square Mile.
- b) Adopt an evidence-based commissioning approach to the services we commission, using feedback from residents and insights collected through the Sport England ‘Active Lives Survey’. This will include incorporating elements of behavioural science, where relevant and feasible.
- c) Deliver public health-led campaigns for residents and workers in the Square Mile that result in increased access to and safer and healthier participation in sport and physical activity and improved health outcomes.
- d) Use City Corporation-owned assets, such as our cultural venues, our estates, our schools and our Open Spaces to encourage sport, physical activity and recreational activities that are accessible and inclusive for residents, workers, visitors and students – ensuring that they have the facilities that they need.
- e) Continue to remove barriers to engaging in outdoor recreation activities, such as walking, cycling and running across City Corporation-owned Open Spaces, and make efforts to ensure that those in the Square Mile are aware of our Open Spaces and feel encouraged to access them.
- f) Raise awareness of the importance of sport and physical activity across our various activities, institutions, including our schools, and assets, including the importance to do this without resorting to performance enhancing substances.

#### Who we will work with:

To deliver this outcome, we will work in partnership with our residents and workers in the Square Mile and across our family of schools, as well as the volunteers at and

visitors to our Open Spaces and the relevant local government bodies in these areas. This outcome seeks to support mainly:

- Residents, workers and students that are completing less than 30 minutes of moderate intensity activity per week and are therefore considered 'inactive'.
- Residents, workers, visitors and students that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people, those with caring responsibilities etc.

This outcome area will be led on by colleagues in the Community and Children's Services, Built Environment, Town Clerk's – Cultural Services and Open Spaces departments primarily.

**Outcome 2: High profile and inclusive mass participations events strengthen community bonds and encourage more sport and physical activity.**

This means that we will prioritise the following types of activities:

- a) Host and, where needed, co-design mass participation events across our Open Spaces and in the Square Mile that are inclusive and positively engage and benefit local communities, including our residents, workers and local schools, including the City family of schools. Examples of this include Cross Country competitions, Yard Yoga etc.
- b) Champion resident, volunteer and worker-led ideas in the Square Mile, as well as ideas from other local communities we work with, e.g. through our Open Spaces, which encourage sport and physical activity and community cohesion.
- c) Engage businesses in the Square Mile and the areas surrounding our Open Spaces in mass participation events as supporters and contributors, e.g. through funding, volunteers etc., as well as providing opportunities for their workforce to be more physically active.
- d) Continue to develop relationships with national governing bodies of sport, sport infrastructure bodies and civil society organisations to encourage more people to engage positively with sport and physical activity.

Who we will work with:

To deliver this outcome, we will work in partnership with local communities, our residents in the Square Mile, event organisers and visitors to our Open Spaces. This work will particularly seek to target:

- Individuals and communities that are completing less than 30 minutes of moderate intensity activity per week, who are therefore considered 'inactive'.
- Communities in London that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people etc.
- Universally targeted interventions that engage the people we work with in the Square Mile and beyond to increase their level of physical activity and

participation in sport. These will also support efforts to engage specific communities and improve health-related outcomes, as outlined above.

This outcome area will be led on internally by colleagues in the Town Clerk's, Community and Children's Services, Built Environment and Open Spaces departments primarily.

**Outcome 3: London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.**

This means that we will prioritise the following types of activities:

- a) Contribute proactively and strategically to all stages of bid development and delivery for London and the UK to host major sporting events.
- b) Facilitate the development of cross-sectoral partnerships, collaborations and promotional materials to support with bids for major sporting events. These should align with – and seek to support where possible – existing strategic goals and aspirations set out in our Corporate Plan, including for example our commitments to responsible business practices, health and wellbeing, the promotion of sugar reduction and healthier eating and ensuring the City remains a global destination for financial and professional services, commerce and culture.
- c) Deliver exceptional events and activities for major sporting events and sports people in our iconic venues, through welcome receptions and dinners, celebrations with athletes, Freedom of the City ceremonies etc.
- d) Provide support to others in delivering outdoor major sporting events, including route decision-making, road closures, traffic diversions, parking enforcement etc.
- e) Facilitate and/or support volunteer training programmes during major sporting events, including major tournaments.
- f) Offer signposting and information services to visitors at major sporting events.
- g) Promote London and the UK's major sporting events offer during international and national trade visits undertaken by our staff, the Chair of Policy and Resources and the Lord Mayor.
- h) Promote the positive benefits of London and the UK's major sporting events to the media at a local, national and international level and to local communities to drive up their engagement with sport and physical activity.

Who we will work with:

To deliver this outcome, we will work in partnership with the relevant local, regional and central governments, infrastructure bodies, such as Sport England and London and Partners, businesses, national governing bodies and civil society organisations involved in the major sporting event that is being bid for.

This outcome area will be led on internally by colleagues in the Town Clerk's, Remembrancer's and Built Environment departments primarily, with support from Open Spaces as required.

### **Our sport and physical activity related experience**

The outcomes and activities that we have identified for this strategy are based on our existing expertise and work in this space, which relates to co-designing and co-delivering major sporting events and mass participation sporting events; encouraging recreation and physical and sporting activities across our 11,000 acres of Open Spaces and in our City family of schools<sup>5</sup>; and designing and delivering commissioned and public-health led activities for residents and workers in the Square Mile. Activities relating to these areas or work include, but are not limited to:

1. **Promoting sport and physical activity:** including campaigns and activities to encourage sport and physical activity among the City's worker and resident populations, such as those delivered through the Business Healthy programme and the Active City Network; running an extensive sport and physical activity offer across our 11,000 acres of Open Spaces, including hosting sporting events at our sites; and ensuring sport and physical activity is prioritised and encouraged for our students across the City family of schools.
2. **Physical recreation:** including encouraging recreational activities to our residents and ensuring our Open Spaces are designed and maintained to encourage positive physical recreation for all.
3. **Commissioned services:** including services and facilities to encourage physical activity and sport engagement among those living or working in the Square Mile, such as exercise on referral and sports development services.
4. **Support for events:** including volunteer training, running information centres, road closures and route planning, delivering cultural events that complement and celebrate sport, and an extensive hospitality offer.

### **Our staffing for this strategy**

To deliver this strategy, we are delighted that we have much in terms of staffing expertise and assets to build upon. Officers that will be involved in delivering this strategy are based in the following departments:

- **Town Clerk's Department** – Corporate Affairs, Media, Committee and Member Services, Cultural Services and Events teams.
- **Department of Community and Children's Services** – Strategic Education, Skills and Cultural Learning Unit, Commissioning, Public Health and Community Engagement teams.
- **Remembrancer's Department** – Events Team.
- **Department of Built Environment** – Strategic Transportation team.

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<sup>5</sup> See page 6 of [City of London Corporation Education Strategy, 2019-23](#)



- **Open Spaces Department** – Central Management and site-specific teams.

Where necessary, officer support can be sought from colleagues within the Innovation and Growth department and the Lord Mayor's Office as well.

### **Our assets for this strategy**

A full mapping exercise of our sport and physical activity related assets across all our sites, including our family of schools, is underway and due to be completed in 2020. Key assets and activities identified to-date are included at **Appendix One**, but we recognise that more exist across the City of London family of schools.

### **Our funding for this strategy**

It is only through continued investment in our sport and physical activity related work that we can ensure the successful delivery of this strategy. The funding of sport and physical activity comes from departmental budgets which provide revenue to cover the costs relating to the staffing for this strategy highlighted above, the activities, including commissioned activities, they deliver and the running costs of the assets. It is important to ensure that this work is sustainable and attractive in relation to neighbouring providers. However, we understand that this has to be considered alongside our ambition to offer a diverse sport and physical activity offer for our residents, students, workers and visitors in the Square Mile and beyond to benefit from, as this ensures that all, regardless of their socio-economic background, can be supported by us to engage in sport and physical activity. Consequently, targeted interventions may be introduced to tackle health inequalities and barriers to being active.

Where additional funding is required to extend services to deliver the strategy and support the delivery of these duties, then this can be sought from internal funding streams and grant pots that exist, for example funding for events can be sought from the Hospitality Working Party of the Policy and Resources Committee. Furthermore, from time to time, and where appropriate, activities and events may be sponsored by external stakeholders such as City businesses.

In terms of maintenance of our physical assets, this can be funded in three ways mainly: departmental budgets, internal and/or external fundraising and the Cyclical Works Programme (CWP) if it forms part of the asset management plan. The CWP relates to the entirety of our assets, not just those used for sports and physical activity. It aims to ensure that our assets are maintained and do not fall into disrepair or unplanned disuse, however it does not guarantee that the facilities are brought up to or above changing modern day standards or requirements. The CWP is funded through a central budget and managed by the City Surveyors department. The CWP outlines on an annual basis the work that needs to happen across all sites. The list is compiled and prioritised based on the health and safety, security, equality duties, income stream maintenance, reputational risk and customer/client feedback received for each project listed. If the nature of the work requires capital expenditure, then funding can be applied for through the annual capital bidding process.

The departments which commit finances towards sport and physical activity are Community and Children's Services (circa £75k per annum), Open Spaces (circa £1.7m, based on 2015 data), Built Environment (TBC) and Remembrancer's (TBC).

### **Oversight and responsibility for this strategy:**

Given the way in which this strategy cuts across many different areas of our work, it is recommended that a Sport and Physical Activity Working Party made up of elected Members is set up to oversee the successful implementation of this strategy. The Working Party would be supplied with information on progress against the strategy from relevant officers within the organisation. It is suggested that elected Members from the following Committees are represented on the Working Party:

1. Community and Children's Services Committee
2. Culture, Heritage and Libraries Committee
3. Epping Forest and Commons Committee
4. Education Board
5. Hampstead Heath Consultative Committee
6. Hampstead Heath, Highgate Wood and Queen's Park Committee
7. Health and Wellbeing Board
8. Hospitality Working Party of the Policy and Resources Committee
9. Planning and Transportation Committee
10. Policy and Resources Committee
11. Public Relations and Economic Development Sub-Committee
12. Streets and Walkways (Planning and Transportation) Sub-Committee

The discussions of the Working Party could include, but are not limited to, the following:

1. Approving the action plan for the strategy, ensuring that all identified activities align to at least one of the three identified outcome areas, as well as ensuring that the strategic outcomes outlined above are reflected within the relevant departmental business plans and management plans.
2. Reviewing the effectiveness and impact of existing and planned activities and linking these to qualitative and quantitative success measures for each activity, which are part of the strategy's overarching performance and impact framework and can be tracked as part of the Corporate Performance Framework.
3. Investigating the best possible activities and use of assets and resources in pursuit of the outcomes in this strategy, including whether they should continue as they are or be stopped or repurposed .
4. Ensuring activities are delivered within the resources available – monitoring impact and spend to inform resource allocation.

If delivered successfully, this strategy should result in:

1. A diverse and inclusive sport and physical activity offer that reduces inactivity levels and improves the physical and mental health of our residents and workers in the Square Mile, our students and those that access our Open Spaces.
2. An increased number of high-quality major sporting and mass participation events in London and the UK that offer economic, social and/or health benefits for individuals and communities.
3. The City Corporation being recognised as a key partner within bids for and the delivery of major sporting events in London and the UK.

### **Links to our Corporate Plan**

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Our vision as the governing body of the Square Mile, as set out in our Corporate Plan for 2018-23, is 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*. This strategy will support the following outcomes and associated high-level activities within the Corporate Plan (CP):

- **CP Outcome 2:** People enjoy good health and wellbeing  
We will:
  - Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
  - Raise awareness of factors affecting mental and physical health.
  - Provide advice and signposting to activities and services.
  - Provide inclusive access to facilities for physical activity and recreation.
- **CP Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.  
We will:
  - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
  - Cultivate excellence in academia, sport and creative and performing arts.
- **CP Outcome 4:** Communities are cohesive and have the facilities they need.  
We will:
  - Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
  - Support access to suitable community facilities, workspaces and visitor accommodation.
- **CP Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.  
We will:
  - Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.

- Promote London for its creative energy and competitive strengths.
- **CP Outcome 10:** We inspire enterprise, excellence, creativity and collaboration. We will:
  - Create and transform buildings, streets and public spaces for people to admire and enjoy.
  - Protect, curate and promote world-class heritage assets, cultural experiences and events.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Corporate Volunteering, Social Wellbeing, Mental Health, Education, Visitor Destination and Transport and as such, joint action planning will take place wherever possible. All work delivered through this strategy will also comply with the priorities set out in our Equalities and Inclusion Action Plan.

## **Conclusion**

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We are pleased to commend the many and diverse benefits of sport and physical activity through this strategy. We feel that this strategy will contribute positively to London's cultural and community life, build on the existing work of our Open Spaces and schools, and support the delivery of our statutory duties to protect and improve the health and wellbeing of our residents, workers and students, and to promote the value of sport and physical activity to our visitors.

Ultimately, sport and physical activity delivers positive social, economic and health benefits for all. However, as in our own individual lives, there are both challenges and opportunities when it comes to ensuring sport and physical activity is prioritised, and so we know that we must collaborate with others and commit to learning from our work in this space.

## **Appendix One – Our assets for this strategy**

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A full mapping exercise of our sport and physical activity related assets across all our sites, including our family of schools, is underway and due to be completed in 2020. Key assets and activities identified to-date are included at Appendix One, but we recognise that more exist across the City of London family of schools, for example:

### **Within the Square Mile –**

1. **Golden Lane Sport and Fitness Centre** – which we have commissioned Fusion Lifestyle to run.
2. **Outdoor Gym** – located between Lower Thames Street and the Thames riverside, between London Bridge and Old Billingsgate, made up of benches with instructions for completing different exercises.
3. **Guildhall Yard** – available to host sport and physical activity events, including Yard Yoga, Police tug of war, Fetcher's archery etc.

4. **Square Mile Streetscape** – available for use in mass participation sporting events, such as London Landmarks Half Marathon, Square Mile relay etc.

## **Outside of the Square Mile**

### **Open Spaces –**

#### **1. Hampstead Heath:**

- Cricket facilities: two cricket nets, one cricket square
- Football facilities: two pitches
- Rugby: six grids
- Tennis facilities: 10 hard courts
- Swimming facilities: one lido, three ponds
- Athletics facilities: one full track, one cross country club
- Other facilities: one bowls and croquet club lawn, one outdoor gym, one orienteering course, one outdoor table tennis table, one soft ball pitch and one rounders pitch (marked and used when required), five angling ponds.

#### **2. Golders Hill:**

- Rugby: two grids
- Tennis facilities: two grass courts, four hard courts
- Other facilities: two croquet half-size practice lawns, one junior orienteering course, two outdoor table tennis tables.

#### **3. Hampstead Extension:**

- Cricket facilities: two cricket nets, two cricket squares
- Football facilities: three pitches
- Rugby: three rugby pitches
- Athletics facilities: 70 m and 100m marked for local schools, one junior cross-country club
- Other facilities: marked horse-riding bridle routes.

#### **4. Queens Park:**

- Tennis facilities: six hard courts
- Golfing: one nine-hole pitch and putt
- Other facilities: four trim trail items, two tag rugby team areas from April to August.

#### **5. Highgate Wood:**

- Cricket facilities: two cricket nets, one cricket square
- Football facilities: two pitches
- Athletics facilities: 70 m and 100m marked for local schools
- Other facilities: one trim trail.

#### **6. West Ham Park:**

- Cricket facilities: three cricket nets, two cricket squares
- Football facilities: one adult pitch, two junior training pitches, three junior artificial pitches.
- Tennis facilities: 12 hard courts

- Athletics facilities: 400m and 100m running track marked for school sports days
- Other facilities: one outdoor gym, and up to three rounders pitches (marked and used when required).

**7. The Commons:**

- Football facilities: one grass pitch leased to Caterham Pumas on Couldson Common.

**8. Wanstead Flats:**

- Football facilities: 44 pitches in operation, but potential for 60.

**9. Epping Forest:**

- Cricket facilities: two leased cricket grounds.
- Athletics: host several cross-country clubs and Orion Hammers is a running club based in the Forest
- Golf facilities: three leased courses (two are nine hole and one is 18 hole)
- Other facilities: orienteering course, 25 angling lakes, open to horse riding in summer and marked horse riding bridle routes, able to host school sports days.

**10. Chingford:**

- Golfing facilities: one golf course.

*It should also be noted that the Open Spaces listed above can and are used regularly for a variety of mass participation events, and in some cases, as part of major sporting events.*

**End of strategy.**

## **Appendix 1 – Culture Mile Learning Case for Investment**

<b>Committee(s)</b>	<b>Dated:</b>
Education Board	14/11/2019
<b>Report of:</b> Sharon Ament, Director, Museum of London	
<b>Report author:</b> Frazer Swift, Head of Learning & Engagement, Museum of London and Beth Crosland, Senior Programme Manager (Culture Mile Learning)	

### **Summary**

This paper asks Members to note the activity that the current funding for Culture Mile Learning (CML) has enabled since April 2018 and approve a three-year investment from the City Corporation to deliver activity from April 2020 to March 2023 (summarised in this paper). Members are asked to approve the funding of £274,500 per year for 2020/21, 2021/22 and 2022/23 which is the duration of the Education Board's Cultural and Creative Learning Strategy. This request is a 10% decrease from the current 2019/20 investment from the Education Board (£305,000).

### **Recommendations**

Members of the Education Board are asked to:

- Endorse the investment of £274,500 from the Education Board's budget on an annual basis over 2020/21, 2021/22 and 2022/23 to Culture Mile Learning to deliver the activity proposed in this paper and **Appendix 3**.
- Approve the release of £274,500 to Culture Mile Learning in the 2020/21 financial year with subsequent approval requests in 2021 and 2022 following a report to the Education Board which demonstrates impact of the previous year's activities on delivering the Cultural and Creative Learning Strategy.

### **Background**

1. Funding provided by the Education Board has enabled a contribution of c3,000 hours of staff time from CML partner organisations from April 2018 to the end of August 2019 which has a value of c£134K. The National Literacy Trust made a £20K contribution to the Young City Poets project, and East Bank made a £70K contribution to the Fusion Prize.
2. The CML partnership, which was created five years ago as the Learning & Engagement Forum, is a remarkable asset for the City Family of Schools and learners across London and amplifies the City's investment in cultural and creative learning. CML supports collaborative working between 30 City funded or based cultural institutions, enabling us to deliver the Cultural and Creative Learning Strategy with greater impact. CML also plays a key role in establishing Culture Mile as a world-class learning destination. The City Family of Schools benefit from prioritised access to the CML programme and the chance to be part of innovative models for cultural and creative learning.
3. Through initiatives like the Fusion Prize, CML raises the profile of Fusion Skills and their importance for social mobility and shows the power of cultural activity to support their development. The CML partnership is growing: The Goldsmiths' Centre, The Salters' Company, Billingsgate Roman House and Baths and the Bank of England Museum have all joined recently.

## Current position

4. CML key achievements since April 2018 (further details in **Appendices 3-6**)
  - 245,865 children and young people have benefited from taking part in CML partners' learning programmes in 2018/19, with an estimated 86,000 in receipt of Pupil Premium.
  - 424 successful applications, set to benefit 19,218 pupils and young people, were made to the School Visits Fund between April 2018 and September 2019. 337 were from primary, 60 from secondary and 5 from special schools, and 22 from non-school groups.
  - The first CML work experience programme was delivered in July 2019 and gave disadvantaged young people the opportunity to experience the workplace of seven organisations.
  - As part of the London Careers Festival's Creative Industries Day on 17 June 2019, 306 young people took part in 33 talks, skills workshops and tours at 13 City organisations.
  - The Fusion Prize, in partnership with East Bank, was launched on 17 June. Two of three symposia to support the development of entries have been delivered.
  - 960 pupils experienced learning and skills development through the CML dual site visits programme (previously known as Bundle Days).
  - 877 pupils from 32 schools, including 15 schools from the Family of Schools and neighbouring boroughs, developed Fusion Skills by taking part in Young City Poets.

## CML programme for 2020-2023

5. A delivery plan and budget are provided in **Appendix 3**. Building on our work to date, we propose a programme which:
  - plays a key role in delivering the Cultural and Creative Learning Strategy
  - continues to develop a rich and varied cultural offer which empowers children and young people to realise their potential and increase their employability
  - embeds creativity across the curriculum through a teacher CPD programme
  - further strengthens and promotes access to the CML partnership, so realising its potential to support cultural and creative learning
  - build's the reputation of Culture Mile as an outstanding learning destination
6. The plan will be reviewed each year against impact and reworked as needed.
7. Key projects that will deliver against these priorities include:
  - **Culture Mile School Visits Fund** – maximising take-up and impact of the fund in the most disadvantaged areas of London.
  - **Work experience programme** – doubling the size of this cross-partnership initiative for young people facing barriers to social mobility
  - **Traineeships in partnership with The Prince's Trust** – providing training and short-term, tailored employment opportunities in CML cultural institutions to further demonstrate how cultural activity supports fusion skills and employability.
  - **Dual site visits for schools in disadvantaged areas** – delivering new learning days ring-fenced for schools with high rates of Pupil Premium.
  - **CPD for teachers** – supporting teachers to create and deliver schemes of work which are inspired by cultural visits and employ creative approaches across the curriculum.



- **Outreach Week** – offering the Family of Schools exclusive access to the best activities the CML partnership has to offer, in their classrooms or school halls.
- **Online portal** – creating and managing a one-stop-shop highlighting and promoting the inspiring combined schools offer of the CML partnership.

### **Conclusion**

Education Board funding to date has enabled CML to lay solid foundations and build a unique cultural education partnership with huge potential. The focus of the next three years is on delivering key aspects of the Cultural and Creative Learning Strategy and ensuring that learning is at the heart of Culture Mile.

#### **Frazer Swift**

Head of Learning & Engagement, Museum of London

Tel: 020 7814 5771

Email: [fswift@museumoflondon.org.uk](mailto:fswift@museumoflondon.org.uk)

#### **Beth Crosland**

Senior Programme Manager, Culture Mile Learning

Tel: 020 7814 5658

Email: [bcrosland@museumoflondon.org.uk](mailto:bcrosland@museumoflondon.org.uk)

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## Appendix 2

### Culture Mile Learning delivery plan overview and budget 2020 – 2023

This plan details the main CML activities and their outcomes and maps them against the two key strategies which inform CML's work:

- The City of London's Cultural and Creative Learning Strategy (CCLS) 2019-2023
- Culture Mile Strategy (CMS) 2018-28 and the Culture Mile Content Principles (CMCP)

The delivery plan is divided into three interlinked sections, plus partnership development and staffing.

- Learning destination
- Social mobility
- Teacher CPD and creativity across the curriculum
- Partnership development
- Staffing

Each section is headed by the key goal/aim from each strategy that it delivers against, and each activity within each section is mapped against specific outcomes/content principles where relevant from both strategies. The development of fusion skills through engagement in cultural and creative activity underpins all activities. Top level costings are also provided against each section.

Activity	KPIs	Cultural and Creative Learning Strategy and Culture Mile Strategy links	£ Year 1 2020/21	£ Year 2 2021/22	£ Year 3 2022/23
<p align="center"><b>LEARNING DESTINATION</b></p> <p align="center"><b>Cultural and Creative Learning Strategy Goal 1 - Every cultural institution in the City is a learning institution and every educational institution in the Family of Schools is a cultural institution</b></p> <p align="center"><b>Culture Mile Strategy Aim 1 - Develop Culture Mile as a vibrant and welcoming cultural, creative and learning destination for all visitors, learners, workers and residents</b></p>					
<p><b>Culture Mile School Visits Fund</b></p> <p>Promote, administer and evaluate this fund which offers any London school with 35%+ of pupils in receipt of Pupil Premium and non-school organisations supporting disadvantaged young people a grant of up to £300 to enable a visit to a CML cultural institution.</p> <p>The focus of the next 3 years will be to broaden the scope of pupils/young people benefitting from the fund through marketing to schools which have not previously used the fund and to youth organisations. A database will be commissioned to make</p>	<ul style="list-style-type: none"> <li>At least 4,000 children/young people benefit each year</li> <li>At least 100 schools benefit each year</li> <li>Schools approved have an average of 50% of their pupils in receipt of Pupil Premium</li> <li>Increased number of non-school organisations use the fund (20 in year 1, 25 in year 2, 30 in year 3)</li> <li>90% of applicants rate the quality of</li> </ul>	<p>CCLS Goal 1 ‘The School Visits Fund maximises access to the City’s cultural venues by London’s pupils and at least 100 schools/year use the fund through improved publicity, staff development and targeting of those schools and other learners who have not used the fund previously’</p> <p>CCLS Goal 3 ‘There is evidence of the effective delivery of initiatives which encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the Square Mile, for instance the Culture Mile School Visits Fund’</p>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>

<p>administering the fund more efficient and to inform marketing.</p> <p>Notes: The current £30,000 pa grant includes £14,000 salary costs pa which are now included in staffing costs below, hence why costs here are £16,000 pa.</p>	<p>service, ease of applying and the quality of the learning experience as good or excellent</p>	<p>CCLS Goal 6 'Culture Mile is regarded as a successful learning destination'</p> <p>CMS Outcome b) 'People have equal access to creative, cultural and learning activities, to develop their skills and experiences – enhancing their socio-economic mobility'</p>			
<p><b>Dual Site Visits</b></p> <p>Develop, deliver and evaluate this programme which offers both primary and secondary school groups an enhanced cultural experience and raises the profile of Culture Mile as a learning destination by providing a themed day out including visits to two or more CML partner venues. Sessions are developed with a focus on how they can support pupils to develop fusion skills.</p> <p>Sessions will be offered to schools with 35%+ of pupils in receipt of Pupil Premium and priority booking will be offered to the Family of Schools. Two new visits will be developed each year.</p>	<ul style="list-style-type: none"> <li>• 25 visits benefiting 750 pupils take place each year.</li> <li>• 90% of teachers rate the visits as good or excellent as learning experiences.</li> <li>• 90% of teachers report that pupils developed at least two fusion skills as a result of the visit.</li> </ul>	<p>CCLS Goal 3 'There is evidence of the effective delivery of initiatives which encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the Square Mile, for instance the Culture Mile School Visits Fund'</p> <p>CCLS Goal 4 'Culture Mile Learning partners offer a learning programme to the Family of Schools for fusion skills'</p> <p>CMS Outcome b) 'People have equal access to creative, cultural and learning activities, to develop their skills and experiences – enhancing their socio-economic mobility'</p>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>

<p><b>Young City Poets</b></p> <p>Develop, deliver and evaluate this project in partnership with the National Literacy Trust. Young City Poets uses cultural visits, the chance to work with professional poets and performance and publication opportunities to inspire disadvantaged young people to enjoy and improve their writing.</p> <p>Over the next three years, the National Literacy Trust will continue to meet 50% of the cost of the programme and the fusion skills aspect of the project's design and evaluation will continue to be enhanced.</p>	<ul style="list-style-type: none"> <li>• 30 schools take part each year, priority booking is offered to the Family of Schools</li> <li>• 30 teachers each year take part in CPD</li> <li>• 850 pupils take part each year</li> <li>• 90% of teachers say the project increased their pupils' creativity</li> <li>• 75% of teachers say the project increased their pupils' oral communication skills</li> <li>• 65% of teachers say the project increased their pupils' critical thinking skills</li> </ul>	<p>CCLS Goal 3 'There is evidence of the effective delivery of initiatives which encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the Square Mile, for instance the Culture Mile School Visits Fund'</p> <p>CCLS Goal 4 'Culture Mile Learning partners offer a learning programme to the Family of Schools for fusion skills'</p> <p>CCLS Goal 6 'Culture Mile is regarded as a successful learning destination'</p> <p>CMS Outcome b) 'People have equal access to creative, cultural and learning activities, to develop their skills and experiences – enhancing their socio-economic mobility'</p>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<p><b>Online portal of learning offers for schools</b></p> <p>Source information for and manage an online one-stop-shop highlighting and promoting the combined schools offer of the CML partnership.</p>	<ul style="list-style-type: none"> <li>• 90% of users rate the quality of the online experience as good or excellent</li> <li>• Learning offers are indexed to enable detailed searching by teachers</li> </ul>	<p>CCLS Goal 1 'There is an online portal working as a one-stop-shop for London's learners to easily access the outstanding cultural and historical resources in the City'</p> <p>CCLS Goal 4 'CML partners offer a learning programme to the Family of Schools for fusion skills'</p>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

		CMS Outcome b) 'People have equal access to creative, cultural and learning activities, to develop their skills and experiences – enhancing their socio-economic mobility'			
<b>Total costs</b>			<b>53,000</b>	<b>53,000</b>	<b>53,000</b>
<p style="text-align: center;"><b>SOCIAL MOBILITY</b></p> <p style="text-align: center;"><b>Cultural and Creative Learning Strategy Goal 4 - Cultural and creative experiences develop and enhance fusion skills needed for employability in the 21<sup>st</sup> century</b></p> <p style="text-align: center;"><b>Culture Mile Strategy Aim 1 - Develop Culture Mile as a vibrant and welcoming cultural, creative and learning destination for all visitors, learners, workers and residents</b></p>					
<b>Work experience programme</b>  Set up, deliver and evaluate two cross partnership work experience programmes per year. One in July for 15-16 year olds facing disadvantage from the Family of Schools and one in November with 16-19 year olds facing substantial barriers (eg looked-after young people, care leavers, pupils in PRUs).	<ul style="list-style-type: none"> <li>• 20 young people take part each year</li> <li>• 75% of young people complete their placements</li> <li>• 90% of young people say they have developed two or more fusion skills</li> <li>• 90% of young people say they feel more prepared for and confident about</li> </ul>	CCLS Goal 2 'Pupils in the Family of Schools have clear and delineated access routes into further opportunities in cultural and creative sectors, and talented pupils have the 'next steps' to develop their interests and skills'  CCLS Goal 4 'CML partners offer a learning programme to the Family of Schools for fusion skills'	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>

<p>The aim will be to increase progressively the number of institutions and departments within the CML institutions taking part in the programme. The number of beneficiaries each year will not increase in order to be able to provide the intensive support needed for each young person.</p>	<p>entering the world of work</p>	<p>CCLS Goal 5 ‘Learners at all stages have exposure to professionals working in the creative and cultural industries including dancers, musicians, writers, designers, makers and the range of production and post-production entrepreneurs and creatives’</p> <p>CMS Outcome b) ‘People have equal access to creative, cultural and learning activities, to develop their skills and experiences – enhancing their socio-economic mobility’</p> <p>CMCP: Social Mobility ‘Through its content, structure and relationships, Culture Mile will offer practical and meaningful skills development and training opportunities, and tangible pathways towards new opportunity, to socially and economically disadvantaged young Londoners’</p>			
<p><b>Traineeships in partnership with The Prince’s Trust</b></p> <p>Design, deliver and evaluate this innovative new programme which will provide training and employment opportunities for young people not in education,</p>	<ul style="list-style-type: none"> <li>• 10-12 young people take part each year in the training programme</li> <li>• All participants who complete the programme say they have developed at</li> </ul>	<p>CCLS Goal 4 ‘Cultural and creative experiences develop and enhance the fusion skills needed for employability in the 21<sup>st</sup> Century’</p>	35,000	35,000	35,000



<p>employment or training and further raise the profile of how engagement in cultural activity supports fusion skills and employability.</p> <p>Each year CML partner organisations will be chosen to design and deliver a bespoke training programme in collaboration with The Prince's Trust which will lead to four paid 3-month traineeships in the organisations (e.g. in front-of-house roles)</p>	<p>least two fusion skills and that they feel more confident and positive about entering the world of work (we will use The Prince's Trust's established evaluation measures)</p> <ul style="list-style-type: none"> <li>• 4 traineeships completed each year</li> <li>• Trainees report positive outcomes in terms of fusion skills development, confidence and self-esteem</li> <li>• Prince's Trust staff report significant positive changes in trainees according to their established measures</li> <li>• A body of evidence is established to further strengthen the case for how engagement in cultural activity supports fusion skills and employability</li> </ul>	<p>CMS Outcome b) 'People have equal access to creative, cultural and learning activities, to develop their skills and experiences – enhancing their socio-economic mobility'</p> <p>CMCP: Social Mobility 'Through its content, structure and relationships, Culture Mile will offer practical and meaningful skills development and training opportunities, and tangible pathways towards new opportunity, to socially and economically disadvantaged young Londoners'</p>			
<b>City of London Careers Festival</b>	<ul style="list-style-type: none"> <li>• 300 students take part in year 1, 350 in</li> </ul>	<p>CCLS Goal 5 'Learners at all stages have high quality exposure to creative industries to make</p>	<b>Staff costs included below</b>	<b>Staff costs included below</b>	<b>Staff costs included below</b>

<p>Coordinate Creative Careers Day each year in partnership with the Education Unit at the City of London, encouraging and supporting CML and Culture Mile Network partners to take part and to offer innovative sessions which enhance participants' fusion skills and the awareness of their importance for employability.</p>	<p>year 2 and 400 in year 3</p> <ul style="list-style-type: none"> <li>• 35 events offered in year 1, 40 in year 2 and 45 in year 3</li> <li>• 15 organisations participate in year 1, 20 in year 2 and 25 in year 3</li> </ul>	<p>informed career choices, including careers in the arts, cultural and hybrid sectors'</p> <p>CCLS Goal 5 'Young Londoners in the Family of Schools and beyond have access to the information, advice and experiences to progress into fulfilling careers, including in the creative industries and City sectors requiring the development of fusion skills'</p> <p>CMS Outcome b) 'People have equal access to creative, cultural and learning activities, to develop their skills and experiences – enhancing their socio-economic mobility'</p> <p>CMCP: Social Mobility 'Through its content, structure and relationships, Culture Mile will offer practical and meaningful skills development and training opportunities, and tangible pathways towards new opportunity, to socially and economically disadvantaged young Londoners'</p>			
<b>Fusion Prize</b>	<p>Year 1:</p> <ul style="list-style-type: none"> <li>• Winning solution piloted and evaluated</li> </ul>	<p>CCLS Goal 4 'Cultural and creative experiences develop and enhance the fusion skills</p>	<b>10,000</b>	<b>See endnote<sup>i</sup></b>	<b>0</b>

<p>Complete the delivery of the first iteration of this new competition to find innovative ways to upskill future generations, empowering them to meet the demands of today's employers.</p> <p>Budget in year 1 is to evaluate the winning solutions from 2019/20 and the project/process, and to produce an advocacy publication.</p> <p>A second prize will be launched in 2021/22 subject to the results of the evaluation of the 2019/20 prize and depending on additional funding being available from the Education Board and from East Bank.</p>	<ul style="list-style-type: none"> <li>Finalists to be supported through access to networks</li> <li>Evaluation report produced to inform future delivery</li> <li>Publication produced to disseminate solutions supported and key learnings</li> </ul> <p>Year 2:</p> <ul style="list-style-type: none"> <li>3 symposia delivered</li> <li>50 applications submitted</li> <li>1,000 people engaged in the process</li> </ul>	<p>needed for employability in the 21<sup>st</sup> Century'</p> <p>CMCP: Social Mobility 'Through its content, structure and relationships, Culture Mile will offer practical and meaningful skills development and training opportunities, and tangible pathways towards new opportunity, to socially and economically disadvantaged young Londoners'</p>			
<b>Total costs</b>			<b>50,000</b>	<b>40,000</b>	<b>40,000</b>
<p align="center"><b>TEACHER CPD AND CREATIVITY ACROSS THE CURRICULUM</b></p> <p align="center"><b>Cultural and Creative Learning Strategy Goal 2 - Children and young people are empowered to realise their full potential in and through the arts</b></p>					
<p><b>Teacher CPD</b></p> <p>Develop (with the Cultural and Creative Learning Forum), deliver and evaluate this CPD offer for</p>	<ul style="list-style-type: none"> <li>Offered to all schools in the Family of Schools and where capacity allows, to neighbouring schools</li> </ul>	<p>CCLS Goal 3 'Targeted professional development improves the skills of teachers and cultural institutions in working with learners experiencing disadvantage'</p>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>

<p>primary, secondary and special school teachers. The programme enables teachers to work alongside artists to create and deliver schemes of work across the curriculum which incorporate cultural visits and employ creative methods so that teachers feel more confident in embedding creativity in their teaching long term.</p>	<ul style="list-style-type: none"> <li>Participating teachers in the Family of Schools and neighbouring schools report that they have the confidence, skills and strategies to enhance pupils' learning and develop pupils' fusion skills through cultural experiences and creative approaches in the classroom.</li> </ul>	<p>CCLS Goal 4 'CPD training ensures that teachers of non-arts subjects have opportunities and methods for including the arts and culture in lessons to enhance innovation, interest, practical learning and enjoyment of learning'</p> <p>CCLS Goal 4 'CML partners offer a learning programme to the Family of Schools for fusion skills'</p> <p>CCLS Goal 5 'Learners at all stages have high quality exposure to creative industries to make informed career choices, including careers in the arts, cultural and hybrid sectors'</p>			
<p><b>Outreach Week</b></p> <p>Design, coordinate, promote, deliver and evaluate a specially curated week of outreach learning opportunities for the Family of Schools.</p> <p>Each year CML partners will put together a rich and varied programme of sessions to be delivered in the schools which focus on fusion skills development.</p>	<ul style="list-style-type: none"> <li>1,250 pupils take part in year 1, 1,500 in year 2 and 2,250 in year 3</li> <li>48 sessions offered in year 1, 60 in year 2 and 90 in year 3</li> <li>8 partners participate in year 1, 10 in year 2 and 15 in year 3</li> <li>90% of pupils say they have developed two or more fusion</li> </ul>	<p>CCLS Goal 4 'CML partners offer a learning programme to the Family of Schools for Fusion Skills'</p>	6,000	8,000	9,000

Sessions will be designed and offered for primary and secondary pupils.	<ul style="list-style-type: none"> <li>skills as a result of participating</li> <li>90% of teachers rate the sessions as good or excellent as learning experiences</li> </ul>				
<b>Cultural and Creative Learning Forum</b>  Active participation by CML partners in Forum meetings facilitating knowledge of and access to their programmes and the cross fertilisation of knowledge and ideas	<ul style="list-style-type: none"> <li>At least 2 of the 3 meetings each year take place in a CML partner institution</li> <li>At least 1 CML partner presents at each meeting on their schools offer</li> <li>Regular consultation by CML with governor and staff leads to inform programme development</li> </ul>	CCLS Goal 1 'A Cultural and Creative Learning Forum takes place every term, bringing together CML and the governor and staff leads in each school'	Staff costs included below	Staff costs included below	Staff costs included below
<b>Total costs</b>			<b>26,000</b>	<b>28,000</b>	<b>29,000</b>
<p style="text-align: center;"><b>PARTNERSHIP DEVELOPMENT</b></p> <p style="text-align: center;"><b>Harnessing the collective assets of the CML partnership to support cultural and creative learning</b></p>					
<b>CML Forum meetings</b>  Plan and run CML Forum meetings to inform programme design and development, to share knowledge between partners and to access	<ul style="list-style-type: none"> <li>3 meetings held each year</li> <li>External speaker present at least two meetings each year</li> </ul>	CCLS Goal 1 'There are opportunities for Culture Mile Learning partners to meet with other London, national and international cultural venues and cities of innovation'	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

new knowledge through guest speakers	<ul style="list-style-type: none"> <li>Meetings attended by 75% of partners</li> </ul>	<p>CCLS Goal 6 ‘There are clear lines of governance, accountability and business planning for Culture Mile Learning, ensuring robust and regular impact measurement and reporting’</p> <p>CMS Outcome c) ‘Working together, we transform the area and realise the aims of Culture Mile’</p>			
<p><b>Training</b></p> <p>Design, deliver and evaluate a training programme to improve the skills of staff in CML partner organisations to work with learners experiencing disadvantage. Potential topics include, working creatively and safely with vulnerable young people; best practice in cultural learning evaluation; provision for SEND pupils; and, marketing strategies.</p>	<ul style="list-style-type: none"> <li>2 training days delivered per year</li> <li>Each training day attended by at least 50% of partners</li> <li>90% of attendees rate the training as good or excellent and say it will improve their practice</li> </ul>	<p>CCLS Goal 3 ‘Targeted professional development improves the skills of teachers and cultural institutions in working with learners experiencing disadvantage’</p> <p>Culture Mile Outcome c) ‘Working together, we transform the area and realise the aims of Culture Mile’</p>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<p><b>Evaluation</b></p> <p>Work alongside evaluation experts to increase, improve, analyse and present evaluation data from the CML programme.</p>	<ul style="list-style-type: none"> <li>Regular impact reports produced</li> <li>End of programme evaluation report produced</li> </ul>	<p>CCLS Goal 6 ‘CM is regarded as a successful learning destination’</p> <p>CCLS Goal 6 ‘There are clear lines of governance, accountability and business planning for Culture Mile Learning, ensuring robust</p>	<b>6,000</b>	<b>7,500</b>	<b>7,500</b>

		and regular impact measurement and reporting'			
		Culture Mile Outcome c) 'Working together, we transform the area and realise the aims of Culture Mile'			
<b>Marketing</b>  Promote the CML programme to schools and other relevant organisations.	<ul style="list-style-type: none"> <li>Full details of the CML partnership and programme are available on the CM website</li> <li>CML programmes are advertised in an accessible and timely manner</li> </ul>	CCLS Goal 3 'Culture Mile Learning is communicated in an inclusive way and is well-known, relevant and accessible'  CMS Outcome c) 'Working together, we transform the area and realise the aims of Culture Mile'	<b>4,000</b>	<b>4,500</b>	<b>1,000</b>
<b>Total costs</b>			<b>14,000</b>	<b>16,000</b>	<b>12,500</b>
<b>STAFFING</b>					
1x Senior Programme Manager 1x Programme Manager 1x Programme Coordinator (includes 2 days' administration of the School Visits Fund) <sup>ii</sup> Costs include standard 29.9% Museum of London on-costs and annual increment	Performance measured against CML outcomes and KPIs, and the annual action plan based on the CCL strategy		<b>129,500</b>	<b>135,500</b>	<b>138,000</b>
Central team costs, e.g. travel, hospitality, stationery			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Total costs</b>			<b>131,500</b>	<b>137,500</b>	<b>140,000</b>

<b>GRAND TOTAL</b>			<b>274,500</b>	<b>274,500</b>	<b>274,500</b>
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<sup>i</sup> **Fusion Prize** – given the need to offer budget savings the costs of delivering a second Fusion Prize are not included in the budget. If the Education Board is keen to continue the prize in 2021/22 then additional funding of £70,000 would be required for that year as well as a £70,000 contribution from East Bank

<sup>ii</sup> **Staffing** – the current Apprentice post funded through the 2019-20 budget will not be continued to allow for budget savings and the cost of new programmes



## **Appendix 3**

### **Impact summary report: Culture Mile School Visits Fund April 2018 to September 2019**

#### **Key strategy links**

- Cultural and Creative Learning Strategy Goal 1 – Every cultural institution in the City is a learning institution and every educational institution in the Family of Schools is a cultural institution
- Culture Mile Strategy Aim 1 – Develop Culture Mile as a vibrant and welcoming cultural, creative and learning destination for all visitors, learners, workers and residents

The Schools Visits Fund was launched in November 2015 to help schools in disadvantaged areas of London make visits to the cultural venues supported by the City of London Corporation, all of which are Culture Mile Learning partners. From April 2018 eligibility was widened to include not-for-profit educational organisations that work with school-age children (age 4-18) who face barriers to cultural engagement, to enable even more children to benefit from the fund.

Schools or organisations must be in Greater London (within the M25) and at least 35% of pupils at the school must be eligible for Pupil Premium. Special schools do not need to meet this requirement. Funding of up to £300 can be granted per visit for the school/organisation to use as needed to enable the visit to happen.

#### **Beneficiaries**

- 424 successful applications, set to benefit 19,218 children and young people, were made between April 2018 and September 2019 from schools and not-for-profit educational organisations
- 337 applications (80%) were made by primary schools, 60 (14%) by secondary schools, 5 (1%) by special schools and 22 (5%) by non-school groups
- 6 applications were made by schools from the Family of Schools and 260 applications were made by schools from neighbouring boroughs (Tower Hamlets, Hackney, Islington, Camden, City of Westminster, Lambeth and Southwark)
- The average Pupil Premium rate for schools was 47%, significantly exceeding the London average of 35% and demonstrating that the fund is reaching those in need

#### **Impact on young people**

- 91% of teachers strongly agreed or agreed that the visit helped develop pupils' skills
- 94% of teachers strongly agreed or agreed that the visit increased pupils' confidence and motivation
- 98% of teachers strongly agreed or agreed that pupils learnt something new

#### **Wider impact and overall effectiveness**

- 98% of teachers strongly agreed or agreed that they would visit their chosen venue again
- 91% of teachers reported that the application process was very easy or easy

## Recent feedback

*'This is an incredibly valuable programme and allows us to offer trips that would not normally be available to us.'*

*'Thinking skills were developed because children were asked to make lots of cross curricular links.'*

*'They saw a different part of London, less city and more parkland than where they live. They enjoyed playing in the countryside atmosphere. They visited a house the type of which some would not have visited before. They enjoyed the paintings and loved the picnic in the green space. Many did not know about the heath and several said they would bring their families in the summer.'*

*'They were able to write about Tower Bridge in great detail having visited the site. Although many of our children live in Southwark over three quarters of the children had never visited Tower Bridge before.'*

*'Students returned from the trip brimming with enthusiasm for the play 'Macbeth' and for the theatre experience. They had lots to say about what they enjoyed most in the production and what had been different from their expectations from just reading the play.'*

## **Appendix 4**

### **Impact summary report: Work experience programme 1–12 July**

#### **Key strategy links**

- Cultural and Creative Learning Strategy Goal 4 – Cultural and creative experiences develop and enhance fusion skills needed for employability in the 21<sup>st</sup> century
- Culture Mile Strategy Aim 1 – Develop Culture Mile as a vibrant and welcoming cultural, creative and learning destination for all visitors, learners, workers and residents

Nine young people aged 14-17 took part following an insight day that was attended by 35 people. The programme was targeted at and designed for young people from disadvantaged backgrounds and participants were recruited via local authority youth teams, young offenders' services, Pupil Referral Units and schools with at least 70% of students in receipt of Pupil Premium. Participants spend time in two cultural organisations during their placements. A total of 14 departments in 7 organisations hosted participants – the Museum of London, Barbican, St Paul's Cathedral, Tower Bridge, Guildhall School of Music & Drama, Guildhall Art Gallery and City of London Corporation (Public Realm and Open Spaces).

#### **Motivation**

Participants said they had a number of reasons for taking part in the programme, including 'Gaining confidence to speak out loud', 'To be work ready', 'Coming in on time every day', 'To be here every day and finish', 'Try new things' and 'To know and have an understanding of what I enjoy'.

#### **Attendance**

Eight of the nine participants completed their one or two week placement, achieving 98% attendance.

#### **Fusion skills development**

Participants were asked to rate their confidence in a range of skills before and at the end of the programme. Results showed that the programme was especially effective in supporting the development of oral communication, creativity, organisational skills and analysis and evaluation skills, with participants reporting an increase in confidence in these areas. Interestingly, there were a number of confidence ratings that decreased as a result of the programme, suggesting that the experience of exposing the young people to real work environments made them re-assess their original levels of confidence, which in itself is an important outcome and something for us to explore further when evaluating next year's programme. These skills were collaboration and teamwork, problem solving, adaptability/flexibility, critical thinking, initiative and independent working/autonomy.

#### **Effectiveness**

Participants were asked how effective they felt the programme was in the following areas (7 of the 8 participants who completed their placements provided this feedback. One young person was not able to attend the evaluation session). Overall, feedback was very positive:

- Building confidence – 3 said 'very effective', 2 said 'fairly' and 2 were 'neutral'

- Broadening horizons – the programme was particularly successful in supporting this area, with 6 saying ‘very effective’ and 1 saying ‘fairly’
- Self-management – 4 said ‘very effective’, 2 said ‘fairly’ and 1 said ‘very ineffective’
- Overcoming barriers and using skills – 5 said ‘very effective’, 1 ‘neutral’ and 1 ‘very ineffective’

### **Overall satisfaction**

Five participants rated the programme as ‘Excellent’, and 2 as ‘Good’.

Overall comments from the young participants included:

*‘It was a great experience, I would 100% do it again. It was sometimes hard but I continued and showed resilience. It has made me open up to view the options that come my way. I am very thankful for this programme.’*

*‘The programme as a whole was a life changing experience.’*

Feedback from staff at host organisations included:

*‘A was very observant, during the walking task she made some very insightful comments that are going to be changed on the map and showed strong problem solving skills. She was chatty and friendly and really fitted into the team’*

*‘HR said you were great, super enthusiastic and asked insightful questions. They remarked particularly on how friendly you were, a talent that is very suited to working in HR’*

*‘It was lovely to host B for a few days. Despite being very shy she was able to open up in just a few days and met our whole team of volunteers with more confidence. It was lovely to hear about all the clubs she is part of and how much she enjoys theatre. I am sure she will do fantastic things with her future.’*

### **Feedback from host departments on the overall programme**

Host departments attended an evaluation session to discuss key learnings. Of the 7 departments represented, 100% said they would participate again and that it had been a positive experience overall. A particular highlight had been the personalities of the young participants and the hosts were effusive in their descriptions of the impacts they had witnessed for them.

## Appendix 5

### Impact summary report: Dual site visits programme

#### Key strategy links

- Cultural and Creative Learning Strategy Goal 1 – Every cultural institution in the City is a learning institution and every educational institution in the Family of Schools is a cultural institution.
- Culture Mile Strategy Aim 1 – Develop Culture Mile as a vibrant and welcoming cultural, creative and learning destination for all visitors, learners, workers and residents

This programme offers school groups an enhanced cultural experience and raises the profile of Culture Mile as a learning destination by providing a themed day out including visits to two or more CML partner venues. Three opportunities have been offered during 2019/20:

- **Great Fire** – delivered by Guildhall Art Gallery and The Monument. Includes a facilitated tour and creative activities in the Gallery followed by a workshop at and visit to The Monument
- **Roman London** – delivered by London's Roman Amphitheatre and Museum of London. Includes a visit to the relevant museum galleries and either an object handling or an actor led workshop at the amphitheatre
- **Beasts of London** – delivered by Barbican, Guildhall School of Music & Drama and Museum of London. Includes a visit to the Beasts of London experience and an animation workshop

A guided walk between sites is included in all three offers.

#### Beneficiaries

- 960 children benefitted from the programme from 23 primary schools and 3 non-school groups
- A further 7 days of visits set to benefit 340 primary and secondary school pupils are scheduled before the end of 2019. Two of these days will offer a new secondary school version of the Beasts of London programme for which the animation workshop will be replaced with a careers workshop

#### Fusion skills development

This was assessed through participant observation of 12 visits and through teacher feedback forms. Creativity was rated by teachers as the top fusion skill developed by the programme, followed closely by oral communication, initiative, collaboration and teamwork and critical thinking. Observations yielded rich data about how students responded to specific activities and has been useful for reviewing and improving/planning new sessions. Teacher feedback included:

*'The animation workshop was great, all pupils were engaged and worked well as a team.'*

*'Creating the animation allowed them to become creative and imaginative.'*

*'Critical thinking and analysis: Listening to the actor, understanding the historical context and the basis for making decisions.'*

*'Problem solving as a group. Working together.'*

**Overall quality**

This was evaluated through the teacher feedback forms, yielding the following average ratings (out of 5) from 16 visits:

- Overall quality of the day as a learning experience – 4.4
- Visiting two locations, rather than just one – 4.7
- Appropriateness for your pupils' existing understanding and ability – 4.3
- Enabling pupils to try new things – 4.5
- Actively involving pupils and valuing their contributions – 4.4
- Pupils' enjoyment – 4.6

*'Great having two locations. Children enjoyed both opportunities and the walk in between allowed them to see the real Roman wall and Roman numerals outside the museum – brought the history alive.'*

## **Appendix 6**

### **Impact summary report: Young City Poets**

#### **Key strategy links**

- Cultural and Creative Learning Strategy Goal 1 – Every cultural institution in the City is a learning institution and every educational institution in the Family of Schools is a cultural institution
- Culture Mile Strategy Aim 1 – Develop Culture Mile as a vibrant and welcoming cultural, creative and learning destination for all visitors, learners, workers and residents

This project was delivered in partnership with the National Literacy Trust and involved seven Culture Mile Learning (CML) partners – Barbican, The Charterhouse, The City Centre, Keats House, London Metropolitan Archives, Museum of London and Tower Bridge, plus the Tower of London. It used cultural visits, the opportunity to work with professional poets, and performance and publication opportunities, as a way to inspire disadvantaged young people to enjoy and improve their writing. This year was the fifth year the project had run. Seven poets were involved including Momtaza Mehri, who worked on the project as part of her role as Young Poet Laureate for London. A hard copy anthology of selected poems created through the project was produced.

#### **Beneficiaries**

- In 2018/19, 32 schools made up of 12 primary, 19 secondary and 1 special school from 15 London boroughs took part, benefitting 877 pupils. Two of the participating schools were from the Family of Schools and a further 13 were from neighbouring boroughs
- There was a fairly even split of boys and girls and of those who completed the feedback survey (252 young people)
- 29% of pupils who completed the feedback survey reported being in receipt of free school meals

#### **Fusion skills development**

Evaluation data shows that creativity, critical thinking and communication were the fusion skills most strongly developed by the project.

- 74% of students agreed with the statement that taking part in this project ‘helped them come up with good ideas for my writing’
- 66% students agreed with the statement that this project ‘helped them think about things from different points of view’
- 58% agreed with the statement that the project ‘enabled them to express their thoughts and opinions’

#### **Wider impact**

As a result of taking part in the project:

- 81% students reported that they were better at writing poetry with almost 3 times as many pupils thinking poetry is brilliant or fun at the end of the project than before it
- 66% of students reported that they liked writing more
- 16 out of 17 teachers reported that their students were able to think more creatively

In addition:

- 50% of students told their family and friends about the visit when they got home and many thought that the visit was fun and that it had strengthened their sense of place and belonging

*'I found it interesting and it inspired my love for poetry and I discovered I am very good at poetry.'*

*'I found out a lot more about London than I could have ever known. I am really surprised about all of the things I learnt.'*



# Digital Skills Strategy – Annual Report for 2018-19

## *Shaping tomorrow's City Today*

**Report Authors:** Jessica Walsh, Digital Skills Strategy Officer and Sufina Ahmad, Corporate Strategy Manager

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. The Digital Skills Strategy 2018-23, which is summarised in one page at Appendix One, was designed to outline the positive and cumulative impact we hope to have now and in the future as a digital leader and innovator, whilst maintaining the City's global position and competitiveness as a leading financial and commercial centre. The strategy was agreed in September 2018, and this report provides an update on the actions we have taken in partnership with others over the last 12 months against our three priority areas of **Digital Competitiveness**, **Digital Creativity** and **Digital Citizenship**. The overall scope of this strategy is ambitious – it calls for us to further define and understand the issues and opportunities that the digital skills agenda presents to:

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

To achieve this we are investing in activities and interventions that improve digital skills, promote good practice, drive digital productivity and competitiveness and ensure social inclusion.

## Defining digital skills:



*The set of skills, attitudes and values that enable people and businesses to thrive and flourish in current and future digital environments. Our vision around digital skills is for: People and businesses, across the City, London and beyond, to be equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.*



Digital skills underpin all aspects of our lives - both work and life. We have been working to ensure we continually improve and improve digital skills to ensure people and businesses can thrive.

## The productivity and competitiveness argument



Globally, there is agreement that we are living through a digital skills crisis, which is causing an unprecedented digital skills gap, as well as issues around productivity and business growth nationally and internationally. A report by the House of Commons Science and Technology Committee estimated that the digital skills gap currently **costs the UK economy £63 billion a year**. Ultimately, to address the crisis we must act now and respond with competitive, creative and inclusive solutions. For the City and the UK to retain its economic position and competitiveness we must embrace the digital economy and address the issues that employers, including City employers and high growth Small and Medium Enterprises (SMEs), are reporting on their skills gaps and shortages in digital skills generally, and advanced and specialist skills specifically. They also cite the need for a workforce that is equipped with the necessary fusion skills through which they can operate effectively within a digital economy and workforce.

## The citizenship argument

Digital skills also present wider considerations in the context of citizenship. By ensuring inclusive and safe access to digital skills, we can empower people to be more socially included, confident and resilient. In the UK alone it is estimated that **11.9 million adults lack basic digital skills**, and are at significant risk of being left behind in the digital age\*.

Equally, strong digital skills have a positive and cumulative effect on social mobility. Where people are equipped with digital skills and know how to use and apply them effectively, they will have better opportunities and potential to benefit from and contribute to a digital world.



This strategy has direct links with the Rt. Hon. Lord Mayor Peter Estlin's programme of work for 2018/19 – '*Shaping Tomorrow's City Today*'. The programme focuses on promoting innovation and technology, championing digital skills and addressing digital and social inclusion. It is also very well-connected to the work of our Chair of Policy and Resources Catherine McGuinness. Catherine is part of the strategic advisory group for the Financial Services Skills Taskforce, which is covered in more detail under Digital Competitiveness, later in this report, and she is a committed and vocal advocate for FinTech.

Page 88  
Digital skills are also being prioritised within our other strategic work programmes on employability, education, skills and cultural and creative learning. The strategy also aligns to our aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan for 2018-23. To bridge the gap between challenge and opportunity we have sought to implement digital skills across numerous policy areas.

In the last year, we have built a strong foundation and narrative from which our outward-facing digital skills work with multiple stakeholders across different sectors and geographies can be championed, progressed and delivered. This report is the first that will be produced over the course of this strategy. We will share it internally and externally, to demonstrate our continued commitment to the digital skills agenda and the City's role as a digital leader.



## Oversight and responsibility for the strategy

Since September 2017, a Digital Skills Group (DSG) has been convened quarterly by Andrew Carter, Director of the Department for Community and Children's Services (DCCS) and Damian Nussbaum, Director of Innovation and Growth (IG), who are the joint Senior Responsible Officers (SRO) for this strategy. The DSG is cross-departmental and includes officers from:

- DCCS, including the City Corporation family of schools,
- Innovation and Growth,
- Corporate Strategy and Performance,
- The Lord Mayor's Appeal,
- Culture Mile Learning,
- City Bridge Trust (CBT), and
- The City of London Police (as required).

Within the DGS, there are designated leads for the three strategic priorities of Digital Competitiveness, Digital Creativity and Digital Citizenship. To ensure the successful delivery of the strategy, £65,000 of additional funding was agreed for a Digital Skills Strategy Officer (DSSO) for 12-months. The post-holder started in March 2019, and they are responsible for programme management, reporting and oversight of the strategy. By working closely with and supporting stakeholders and our staff, they ensure that our activities are delivered successfully. It is our hope that this role will support the departments involved in this strategy to consolidate their learning and plan for ways in which to embed this work fully until 2023.

# Our annual action plan

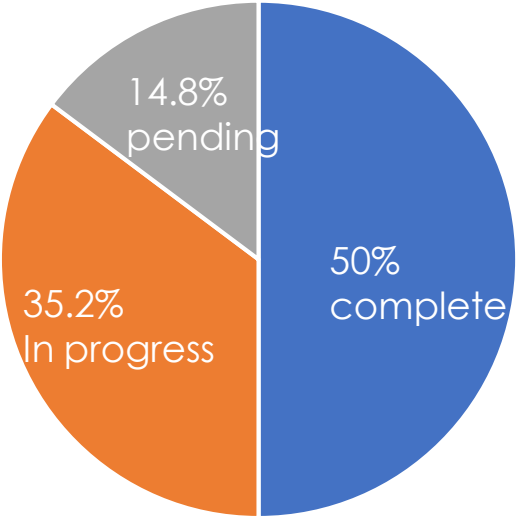
This section provides an overview of the strategy's annual action plan, which was created in March 2019 and translates the strategy into concrete, attainable and measurable steps. In order to develop the action plan, which is available in full at **Appendix Three**, an internal mapping exercise was undertaken, which identified key activities that were already happening or planned in relation to the strategy – all of which are being delivered using the budgets and resources agreed for the 2018/19 and 2019/20 financial years. The action plan provides the following information for each activity:

•Page.85

- The lead department and named responsible officer
- The key stakeholder group being worked with and the geographical area covered
- Which priority area, high level activity and associated enabler, as outlined in the Digital Skills Strategy, the activity relates to
- A key performance indicator (KPI) that the activity will be measured against, which is taken from the organisation's Corporate Performance Framework (CPF)
- The associated outcome and high-level activity from our Corporate Plan
- Any other corporate strategies that the action is linked to.

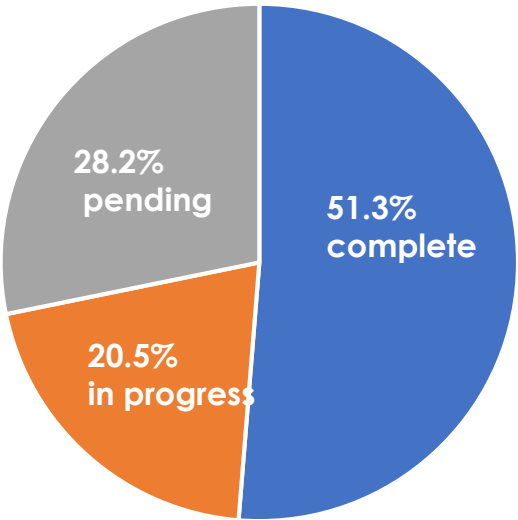
This action plan has also been supported by the *STCT* Action Plan and relevant activities that align to this strategy have been mapped across. This report shares the key highlights, case studies, performance data and teams that are involved for each of the strategy's three priority areas.

Analysis of full action plan  
(Total 88 activities in year one)

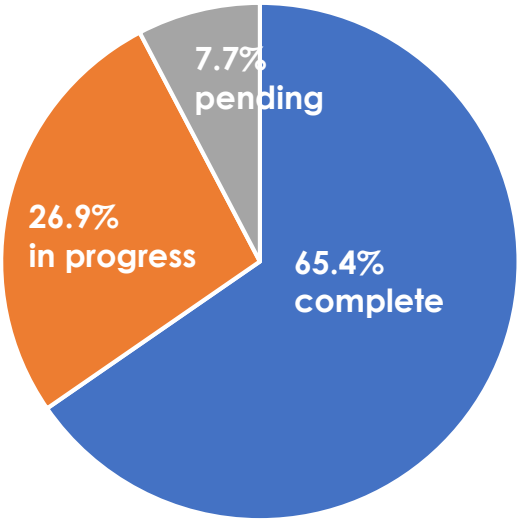


# Progress analysis by priority area

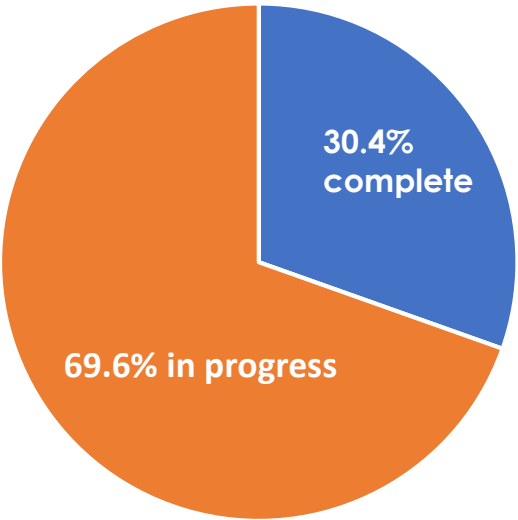
Priority one – Digital Competitiveness  
Total 39 activities



Priority two – Digital Creativity  
Total 26 activities



Priority three – Digital Citizenship  
Total 23 activities





# Priority One – Digital Competitiveness

## Key highlights

### Financial Services Skills Taskforce

Since January 2019, we have seconded a member of our Innovation and Growth Team to the Chancellor's Financial Services Skills Taskforce, which is chaired by Mark Hoban and convened by TheCityUK, with support from the City of London Corporation and EY. The interim report was released in June 2019 and showcased the major skills challenges facing the financial services sector, including its low spend on training, the fact that its skills needs are evolving faster than roles can be filled, the lack of understanding and awareness of future roles and careers in the sector and the risk that the sector will be left behind in the race for skilled tech talent. This taskforce is essential in supporting the sector to address these technological and social challenges.

### CAP Talent

Page 37  
12 week internships paid at London living wage for undergraduates with tech start-ups designed to improve employability on graduation and boost start-up productivity. Delivered by Capital Enterprise who are funded by CoLC to broker the placements. 30 students from 15 universities have so far been placed in internships with tech start-ups, with more starts in the pipeline

### Sector Deal for Professional & Business Services (PBS) (Industrial Strategy)

A sector deal proposal was submitted to BEIS in July with strong CoLC contribution to the developing talent (apprenticeships) workstream in the sector deal proposals. We continue to be involved in ongoing discussions with BEIS re: final acceptance of the proposals. We are also shaping a longer-term development plan for the UK PBS sector, focusing on a detailed analysis of current job roles and skills vs needs in 5-10 years in order to establish an action plan for recruitment, workforce development and lifelong learning.

### Global Cyber Alliance at Cyber Trends, 8 May 2019

The City of London Police, in partnership with Verizon, hosted a half-day event with over **200 businesses**, including small and medium enterprises, and government officials and leaders to discuss the most pressing cyber trends, challenges and solutions impacting us now and in the future. This event featured discussions on: the Internet of Things (IoT) effect, with a particular focus on the risks these pose to cities and nations; how to ensure smaller businesses remain cyber secure; and the economic imperative to invest in security. This event is part of a much wider programme of work that the City of London Police leads around cyber security for the Square Mile, London, the UK and other countries. In addition to this event City of London Police have held **14 Cyber Griffin events in 2018-19, attended by 528 people.**



The teams working on Digital Competitiveness are:

- Innovation and Growth
- Mansion House
- IT
- The Lord Mayor's Appeal



This case study links to our work on Digital Competitiveness and Digital Citizenship.

Our work to establish future.now supports digital competitiveness by bringing stakeholders together to discuss, understand and define the digital skills requirements in the world of work now and in the future, and how these will be addressed.

future.now is a game-changing initiative that will take an evidence and impact-based approach to support up to 33.5 million people throughout the UK, consisting of: 4.3 million without any digital skills; 11.9 million lacking basic digital skills; and 17.3 million in work without sufficient digital skills for the future. It will map and magnify existing digital skills initiatives and expert practitioners in order to understand what works and why, as well as signposting and scaling their work, filling gaps and preventing duplication. future.now will develop behaviour change campaigns too that are focussed on changing people's attitudes to digital skills – motivating them to acquire these skills. future.now wants to shift the dial and ensure the entire UK population has the necessary digital skills, and the Rt. Hon. Lord Mayor Peter Estlin has confirmed that he will be publicly involved in future.now after his Lord Mayoralty term comes to an end. Other organisations confirmed as being publicly involved in future.now are: Accenture, Lloyds Banking Group, BT, The Good Things Foundation and Nominet. This is an exciting movement which embodies the City Corporation's convening authority and voice and will deliver considerable impact on our digital world.

future.now has a strong fit with the City Corporation's strategic aims. Outcome nine of the City Corporation's Corporate Plan states the organisation's commitment to being 'digitally and physically well-connected and responsive'. One of the ways of achieving this is through the implementation of this strategy and the work of future.now.

To achieve its vision and mission, the coalition will:

- Convene and mobilise business, government and practitioners in common cause against a shared view of the challenge and opportunity
- **Map** and **magnify** existing initiatives and expert practitioners, so we:
  - Understand what's already working
  - Signpost and help scale the most effective
  - Use our insight to highlight and close provision gaps (which could be subject matter, region, demographic, industry)
  - Stop duplication
- Coordinate the development of behaviour change campaign(s) to change attitudes towards digital skills, so we:
  - Contribute to build a positive culture of lifelong learning through digital as a route to personal and UK success.
  - **Motivate** people to want to build their digital skills.
- **Measure** and build a better evidence base, so we:
  - can we accurately identify the activities that deliver the greatest impact

future.now will be launched as a public-facing entity on 10/10 at Mansion House and will feature key speakers such as the Rt. Hon. Lord Mayor and other senior representatives from those involved in the coalition. We are extremely proud to have led on the development of future.now in partnership with others and look forward to sustaining and growing these relationships. It is clear that it will be a significant and positive movement through which partners will work collaboratively to harness their collective expertise and resources to address the digital skills gaps.

# Priority Two – Digital Creativity

## Key highlights

### London Careers Festival/Digital Day, 17-21 June 2019

In partnership with businesses, institutional employers, Livery Companies and a wide array of educational establishments and partners, the City Corporation's Education Board funded and delivered the London Careers Festival for the first time from 17-21 June 2019. The Festival hosted a free programme of events focusing on skills, including digital skills, work experience, employability and jobs of the future, which over **5,000 children and young people** from **over 130 schools, sixth-form colleges and youth groups** signed up to. A total of **175 organisations** took part in the London Careers Festival, and there was a dedicated **'Digital Skills Day'**, which **eight** different London schools attended and involved **six companies**, including **Microsoft, Barclays, Network Rail, London Southbank University, Birkbeck University** and **Makers**, who hosted a number of sessions that focused on careers involving digital skills. Feedback was very positive and worked towards raising awareness of jobs in the tech space.

### Ada Lovelace Day, 9 October 2018

The Strategic Education Unit were supporters and promoters of an event to mark Ada Lovelace Day 2018, which was organised by Founders4Schools. The event was held at The Crick Institute, where young women in secondary school heard from a diverse group of women from the world of science, maths and business. Over 60 girls from the City Family of Schools attended, and we will be sending students at our schools again in 2019.

### City of London Family of School Fusion skills curriculum pilots

There are fusion skills pilots running in over 50% of the City's family of schools. Fusion skills prioritise the pursuit of so called 'soft' and creative skills, alongside technical and digital skills, in order to prepare pupils to thrive and succeed in the digital age. The City of London Academy Islington (CoLAI) is piloting how to reimagine the role of technology and fusion skills within the current curriculum for years seven and eight. The City of London School is doing a similar pilot but across all year groups. Fusion skills pilots are also happening within our primary schools too. At the City of London Primary Academy Islington (CoLPAI), they are designing integrated learning approaches by using the arts, including digital forms of art, as the basis for developing fusion skills. At Galleywall Primary School, they have developed an attributes-based pilot, which emphasises digital skills as an attribute, and Redriff Primary School is focusing on children's use of meta data to self-improve their learning (especially in reading).



### The teams working on Digital Creativity are:

- Adult Skills and Education Services
- Barbican and Community Libraries
- Strategic Education, Skills and Culture Unit





## Creativity highlights continued...



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### Cities of the Future 6/7 June 2019

Our work to design and deliver the Cities of the Future Event supports digital creativity by working with others to identify impactful digital ideas that can be scaled and developed by our learners, in partnership with others.

The event was held in June 2019 and focussed on developing a national and international standard for fusion skills, including a fusion assessment tool and how fusion skills can be applied to school settings and those in lifelong learning. The event also considered the role of fusion skills in supporting cities, or parts of cities, where there is a clear link between education, business, technology and cultural and creative sectors, with those in attendance hearing how these areas had effectively harnessed the power of these sectors to achieve the best possible outcomes. Over **145 delegates** from across the creative and tech sectors attended the event, with delegates arriving from across the UK, as well as Reykjavik, Nacka, Eindhoven, Bamberg, Oulu and Vienna. Delegates all shared a zealous commitment to improving their shared understanding of fusion skills and increasing the awareness of the importance of 21<sup>st</sup> century skills across the educational sector, employers and Government.

The event also included the formal launch of a piece of Nesta research funded by the City of London Corporation on: [Transferable Skills in the Workplace](#). The research was informed by an exploratory research project that was organised by the City of London Corporation and Nesta with **101 UK employers** between November 2018 and January 2019. The research was designed to understand more about the value employers place on transferable skills, especially when candidates apply for roles where they lack the necessary technical skills. The key findings from the research highlighted the need for employers to better assess and balance a candidate's job-specific technical skills and experience against other factors, which we term as 'transferable' skills and are increasingly important for the future of work. In fact, Three-quarters (74%) of employers prioritised transferable skills equal to or above technical skills when recruiting new employees.

Following the meeting held on 7<sup>th</sup> June 2019 on the development of fusion skills which was attended by several UK and European cities, several reports are being prepared to distribute to the participants and as wider resources. These include:

- A summary report of the meeting
- An A-Z guide to practical actions to build fusion skills
- A white paper on fusion skills for the future for a more general audience.

The OECD (The Organisation for Economic Co-operation and Development) are showing strong interest in our work and are issuing an invitation for us to attend a round table event to be held in Korea from 22<sup>nd</sup>-28<sup>th</sup> October 2019 and a final round table in Russia early in 2020. They see the work we are doing as very relevant to their E2030 (Education 2030) project which is creating a compass to guide education planning and delivery post 2030.

Work on a fusion skills assessment tool is also progressing with a meeting scheduled with Dr Yuhyun Park. There is also a link to Carole Still at Coventry University's innovation centre and she has approval to focus her PhD around fusion skills, looking at the senior school and university entry level and graduate attribute level, and this collaboration is bringing considerable added value.

# The Fusion Challenge Prize Launch

Culture Mile Learning held the first of three key events as part of the Fusion Challenge Prize with an event on 17<sup>th</sup> September 2019 at the Barbican Centre. Schools, universities, charities, businesses, social entrepreneurs and others with an interest in skills development, the value of creativity, innovation and social mobility will be invited to attend an afternoon of talks, workshops, performances and networking opportunities. Delegates will work together to pitch ideas for innovative programmes or products designed to develop the creative, communication, organisational and thinking skills of London's young people through cultural experiences.

This is the first of a series designed to spark innovation, creativity and to help form collaborative connections, and there will be two more events coming up in October and November 2019. The process will end in April 2020, when one solution will be awarded £50,000 to develop it. The Fusion Challenge Prize is also being supported in partnership with London East Bank (adjacent to the former Olympic site).

## Fusion skills vs digital skills

Digital skills do not sit alone. They take their place within a broader framework, often referred to as 'fusion skills' or '21st century skills'. Fusion Skills are all terms frequently used to describe the sets of qualities, attitudes and values which enable people to thrive and flourish in future technologically mediated environments. We are interested in the fusion of creative invention and technological innovation which is so distinctive of the UK's Creative and Digital Industries and which underpins its competitive advantage. These Fusion Skills combine creativity, arts and design with technology and business skills, reflecting how future life is transformed by the fusion of these disciplines, generating opportunities for new businesses, products and services.





## Case study: City No.3 Digital Workshops

This case study links to our work on Digital Creativity.

Hosted at the Tramperry Old Street hub for creative start-ups and entrepreneurs, Founders of the Future's Liam Tootill ran a two-day workshop with five Sixth Form students who attended the Lord Mayor's City No. 3 Breakfast. The aim of the workshops was for the students to develop an app, a poster, and a video to assist SEND children in staying safe online.

The workshops also benefitted from a visit by Founder and CEO of The Tramperry Charles Armstrong and Philip Glanville, the Mayor of Hackney, who observed the workshop and offered students the chance to present their initial ideas. The workshops required the young people to work intensively in a small team to communicate and collaborate throughout the design process, from researching the target audience and brainstorming some of the issues affecting vulnerable young people online. Feedback from the students has been extremely positive and they will be presenting their work at the next City No.3 Breakfast in October to the Lord Mayor. It is also intended for the students to host a stall at the launch of future.now on 10/10 and talk to their work and the fusion skills processes they used to quickly achieve their outcomes.



Raising awareness of digital skills

Preparing our learners for the future

# Priority Three – Digital Citizenship

## Key highlights

### She Can Be

This one day event aims to change the perceptions of young women and City organisations alike, by providing a platform for participants to challenge companies and identify what needs to change in order to make them more inclusive. At this year's event **180 young women** learnt more about roles in **28 organisations** in the City and the digital skills required to excel in them. During the discussions, those involved learnt about the variety of roles in the City, how their skills are transferable to the workplace, the diversity of backgrounds of women working there and why the City wants to recruit them.

### CAST Hackathons

The Centre for the Acceleration of Digital Technology (CAST) developed and ran three deep-dive workshops for independent funders at Mansion House in March and April 2019 to focus on how to better fund digital initiatives. These sessions outlined some of the opportunities and challenges of funding digital skills related activities and gave participants a practical introduction to some key digital design principles and approaches. Over **42 representatives** from **31 different funders** attended the workshops and indicated that the workshops had improved their understanding, confidence and focus around funding digital. Further work is planned with CAST to follow up with all participants and develop a series of follow-up sessions and activities that meet their needs.

### Only Connect

Since September 2018, weekly drop-in sessions have been organised on Tuesday evenings at Barbican Library, Golden Lane Community Centre, Aldgate Pavilion and Mansell Street, where people can either bring their own gadgets and get help on how to use them or use one of ours if they don't yet own one. This project is a partnership with City of London and Age UK and is focused on assisting older people with digital skills, especially in relation to tackling social isolation. To-date, **64 people** have attended these sessions. This work is in addition to the ongoing commitment to digital skills shown by all our community libraries, which provide free access to space and materials, including Microsoft, computers, the internet and deliver programmes, classes and courses, such as the Code Club, which encourage skills and digital skills development and lifelong learning.



The teams working on Digital Citizenship are:

- City Bridge Trust
- Barbican and Community Libraries
- The Lord Mayor's Appeal
- Town Clerk's (London Metropolitan Archives)

# Case study: The Catalyst

[This case study links to our work on Digital Citizenship.](#)

The charitable sector plays a crucial role in addressing digital and social exclusion through providing funding to support system change. However, there is an acknowledged lack of skills within this sector to fully harness the opportunities digital technology affords to accelerate solutions to social issues. Building on the strategic commitments of the strategy to use digital skills to connect the capital, enable positive transitions and provide advice and support and the oxygen of the Lord Mayor's championship, City Bridge Trust (CBT) is focused on upskilling funders to better support digital innovation.

In May 2019, CBT agreed over **£750,000 of funding** for two highly complementary and mutually reinforcing digital initiatives which collectively provide significant capacity to better support charitable organisations respond to and utilise the digital opportunities for the benefit of their service users.

The Catalyst is a collaboration to drive the digital transformation of UK civil society in the UK. Other funders behind the **£2.1m per annum** funding stream are the National Lottery Community Fund, Comic Relief, Esmée Fairbairn Foundation, Paul Hamlyn Foundation and the Department of Digital, Culture, Media and Sport. This will be the first time the UK's social sector has had a dedicated, high-profile coalition jointly funding and championing the digital skills agenda which will aim to embed digital skills within civil society and scale up the delivery of digital programmes known to improve services and resilience amongst not-for-profits, especially digital leadership and service-design programmes.



The Catalyst will act as a focal point for advocacy and further action; leverage and coordinate the expertise and resources of hundreds of partners; and build on and scale up tested approaches in support of thousands of charities and social enterprises. The Catalyst launched on 11 July 2019, and featured a range of speakers including Margot James, former Secretary of State for Digital and Creative Industries (DCMS) and David Farnsworth, Director of CBT. Moving forward The Catalyst will be a live vehicle through which we can deliver sustainable and positive transformative change on digital skills for the charitable sector.



# Our performance framework

Our framework (Appendix 2) commits us to measuring the effectiveness and impact of our work against 19 key performance indicators (KPIs), which are aligned to the strategy's three priority areas, as well as demonstrating our impact against our Corporate Plan for 2018-23.

The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having.

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.



## The first year of this strategy has been a year of discovery.

We are continually enhancing our understanding and knowledge of digital skills and how they exist and develop across a spectrum. It is also clear that digital skills is a fluid term, beginning as the idea of technical skills and over time developing to cover attitudes and emotional characteristics as the digital world develops. As we become more familiar with our priority areas and the challenges of the digital skills gap, further informed by the work of future.now, we have moved away from our second impact measure relating to the DQ framework, which assesses digital skills within a broader framework and the connection to character qualities such as emotional intelligence. Instead, we are currently benefitting from other frameworks such as the Essential Digital Skills Framework for life and work, created by Lloyds Banking Group and used in their Consumer Digital Index, in which specific skills are based on specific groups. Used by government, industry and academia alike, it sets out the standard of what citizens in the UK need to achieve in order to participate fully in the digital world. This work is further being explored through future.now.

We are also in a position to make use of the fusion skills framework, which we developed in partnership with Nesta, and is highlighted in our key highlights for digital creativity. The implication of these frameworks means that we can better identify the groups of people who need the skills and the context in which they will use them i.e. work, everyday life, formal and informal learning. We will however continue to champion the DQ™ framework. Meetings to accelerate the connections and share work in area of fusion skills continues particularly around the importance of collaboration, bringing together the different pieces of the puzzle; the sharing economy and open standards instead of open sourcing; differentiation, personal as well as global; lifelong learning; the need for transparency; a community of language, an agreed 'taxonomy' of terminology.

The measure workstream of future.now will also be instrumental in providing measurement to help us build a better evidence base and can accurately identify the activities that deliver the greatest impact.

Digital skills will continue to be of strategic importance to the UK for the foreseeable future. We are therefore committed to pursuing our strategic vision for people and businesses, across the City, London and beyond, to be equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive, safeguarding of the City's status as a global leader.

The strategy is a framework and an established mechanism through which this first year has been used to set the right foundations from which we can progress digital skills for our organisation and employees, our residents, and the businesses and their workers we support across the City, London and the UK. The strategy has gained momentum and represents an exciting opportunity for us to show true leadership. We will work to consolidate and embed our early successes by continuing to work collaboratively to deliver innovative and impactful activities.

Whilst many of the activities in our action plan will continue and develop, we will also spend the next year focusing on:

- Providing support to **future.now** as it transitions into being an external-facing entity, following its launch on 10 October 2019

Presently the City Corporation have supported future.now through in-kind contributions in terms of venues for meetings and support from officers based within Mansion House, Innovation and Growth and the Town Clerk's department. The future role of the City Corporation as part of future.now is still being finalised.

- Social Value Panel recommendations for IT Procurement:

DSSO worked with procurement to help to frame the 'social value' component of our internal IT contract due to begin from 2020 onwards. This has unlocked funding for the successful contractor to work with our residents and learners under the citizenship and creativity pillars. The IT contract has gone to tender with the announcement of award expected in December 2019. Outputs expected include: Apprenticeships, Work placements for young people and Work placements for adults, Digital inclusion workshops for adult learners, Education/ careers visits with our sponsored CoL academies in Southwark, Islington and Hackney, as well as the annual careers fair held at the Guildhall and Cyber security/ digital skills workshop(s) for the charity sector and/or voluntary and community sector enterprises.

## We will also be working in the next year to:

- Establish an informal partnership with Microsoft to collaborate on activities and projects that serve the strategy.
- Foster and embed lifelong learning that is focussed on digital skills in community engagement work through coffee mornings with Toynbee Hall.
- Work with Barbican and community libraries on the delivery of their current and future digital skills enhancement projects.
- Fully implement the strategy's performance framework.
- Identify and develop new activities that we can deliver in this space.

The first-year action plan was created in March 2019 in line with the DSSO role, which means the next plan would begin in March 2020. As a result of lessons learnt, the next action plan will run for 18 months from March 2020 until September 2021.

The City of London Corporation will maintain its commitment to digital skills, reflecting its status as a global leader and ensuring that we have the digital skills to drive productivity and promote social inclusion.

We are pleased to share the commitment enshrined in this report to ensure both people and businesses can thrive in the digital age.







# 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 will we work with:

- The residents, learners and workers we work with directly.
  - The businesses we support in the City, London and beyond and local, regional, central and global governments.
- 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.
- Fill the digital skills gaps and shortages that businesses identify.
- Prevent and safeguard against cyber-attacks and cyber terrorism.

[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.



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.

Total CPF KPI's: 18



## Digital Competitiveness

HLA: Support the digital innovation and enterprise

London is #1 financial centre (Global Financial Centres Index)
London's position in the Green Finance Index % increase in UK and India figures for fintech adoption
% of Square Mile with coverage and connections to FTP fibre and 4G (5G) broadband

HLA: Fill the digital skills gaps and shortages that businesses identify

% reduction in City firms experiencing skills gaps
% positive feedback from businesses on CoLs role in creating solutions that ensure FPS has access to the digital talent it needs

HLA: Prevent and safeguard against cyber-attacks and cyber terrorism

# of cyber attacks identified and resolved
--



## Digital Creativity

HLA: Raise educational aspiration and attainment in terms of digital skills.

School 'Progress 8' and 'Attainment 8' score
# learners gaining a national accreditation
# learners enrolled in training and courses

HLA: Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

# participating in creative/cultural learning programmes (as per education, cultural and creative learning and skills strategies)
# attending showcasing events/recruitment drives
# work experience placements
% uptake of fusion skills curriculum across our educational and cultural institutions



## Digital Citizenship

HLA: Use digital skills to address barriers and gaps to improve access and participation.

% of CoL collections available digitally
--

HLA: Use digital skills to connect the capital, enable positive transitions and provide advice and support.

% people who report increased quality of life after relevant interventions
# people benefitting from CBT funding

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