



## Establishment Committee – Appendix – Item 9

**Date:** WEDNESDAY, 8 SEPTEMBER 2021  
**Time:** 1.45 pm  
**Venue:** INFORMAL HYBRID PUBLIC MEETING (ACCESSIBLE REMOTELY)

9. **JOINT ANNUAL REPORT FOR THE 'SOCIAL' STRATEGIES: RESPONSIBLE BUSINESS, SOCIAL MOBILITY, DIGITAL SKILLS AND CLIMATE ACTION STRATEGIES FOR 2020-21**

Joint Report of the Chamberlain, Managing Director, Bridge House Estates, Director of Innovation and Growth, and Director of Community & Children's Services.

**For Information**  
(Pages 159 - 190)

**John Barradell**  
Town Clerk and Chief Executive

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# **Social Strategies: Responsible Business, Social Mobility and Digital Skills Strategies, and featuring the Climate Action Strategy Annual Report 2020-21**

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## Foreword

Welcome to this combined 2020-21 annual report on our ‘Social’ corporate strategies: Social Mobility Strategy 2018-28, Responsible Business Strategy 2018-23, Digital Skills Strategy 2018-23, and Climate Action Strategy 2020-27. This report presents highlights from all four strategies and an overview of progress towards their strategic aims.

These four strategies are being looked at together in one combined annual report to draw together the ‘Social’ element of the Environmental, Social, and Corporate Governance (ESG) goals which we have set ourselves for the sustainability and societal impact of the City of London Corporation. Their aims are in direct alignment. Promoting social mobility is a key outcome from the Responsible Business Strategy and attaining a good level of digital skills is an important determiner to improve an individual’s social mobility. As well as aligning with the Social Mobility and Digital Skills Strategies, the Responsible Business Strategy covers the corporate commitment to ensure the health of the planet, directly correlating with the Climate Action Strategy’s aim of achieving Net Zero carbon emissions by 2040 in the Square Mile. Similarly, the effects on the City of severe climate change would undoubtedly have a very negative impact upon social mobility both in the Square Mile and the rest of London as disadvantaged groups will be particularly hard hit<sup>1</sup>.

Combining our annual report on these four strategies reflects the increasing need for strategic coordination given the new challenge of recovery from the COVID-19 epidemic, as well as growing political and social pressure to respond to the global climate. These multi-faceted issues demand a coordinated response from the City Corporation’s corporate strategies, which is reflected in the new approach to joint annual reporting. With a more coordinated approach we can preserve and redirect resources to the COVID-19 recovery effort, promote more streamlined ways of working, encourage strategic synergy with our Corporate Plan., and have more impact on these important issues.

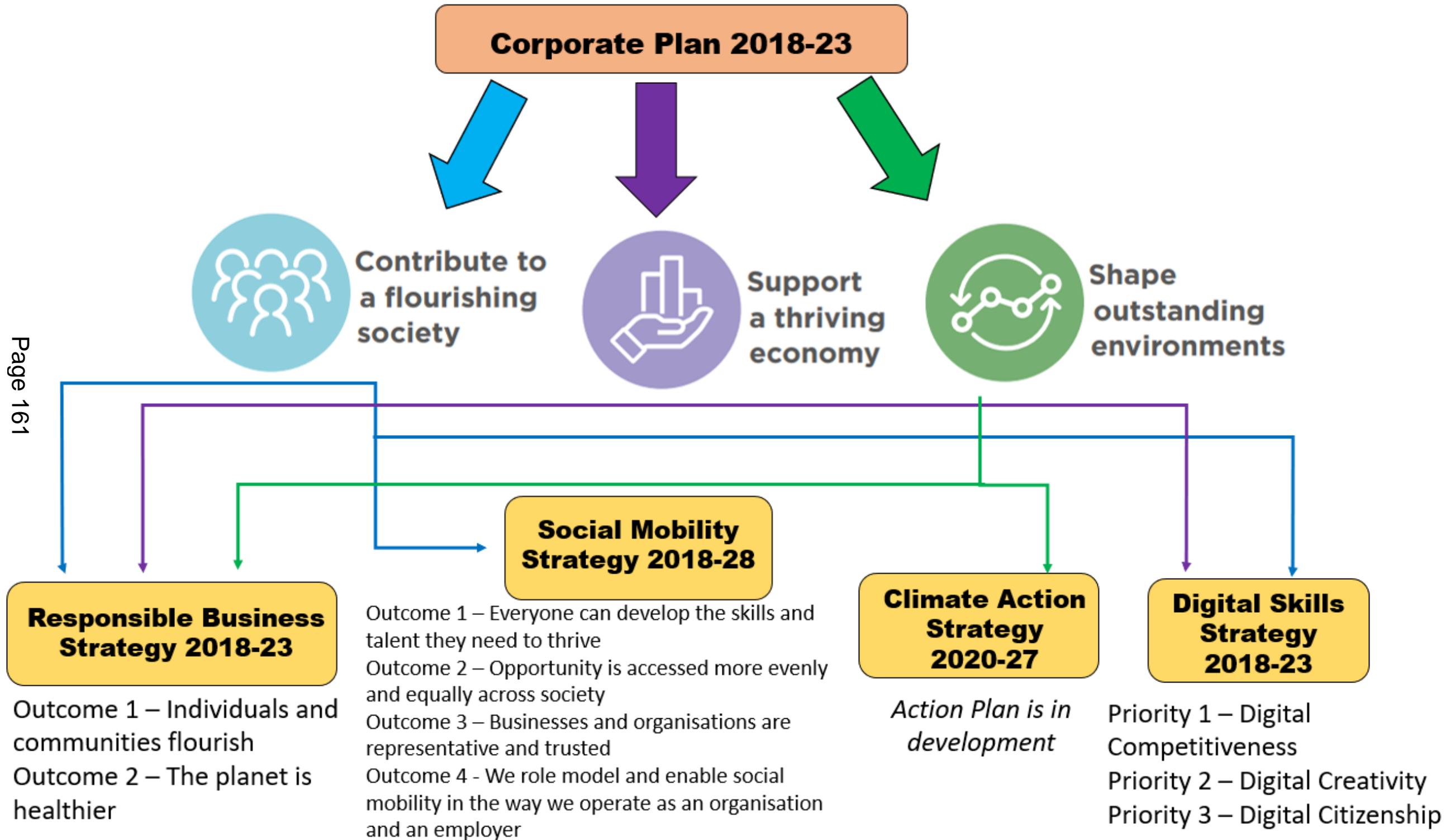
2020 and 2021 has seen numerous successes in the efforts to prevent the COVID-19 epidemic from hindering our aims to promote responsible business, social mobility and digital inclusion. Across the Square Mile, significant work has been done to supply reconditioned digital devices and training to get more people online, thereby providing better access to services and opportunities. Furthermore, online working has had a benefit of removing some of the physical barriers to working and accessing skills. Across London, the City Corporation and other local authorities and voluntary and community organisations have been gaining better insight of who is in need of support, and we have developed more effective ways of reaching people using digital means instead of relying on face-to-face interactions, spurred on with amazing levels of community action. It is also critical to recognise where the current and upcoming strategic challenges now lie so that the City Corporation can respond appropriately. The COVID-19 epidemic has had disproportionate health and economic impacts on certain groups, including black people, people from some Asian backgrounds, with health impacts for older people and people with underlying health conditions, and economic impacts for younger people. In many cases, the pandemic has exacerbated health and economic inequalities which existed before the onset of the pandemic, adding further complications.

The City Corporation’s Social Strategies are aimed at fighting social inequality. The aftershocks of the COVID-19 pandemic, and the implications of the climate challenge, will require an even closer degree of coordination across our ‘Social’ corporate strategies to present a robust response to protect the Square Mile’s residents, workers, students and visitors.

<sup>1</sup> Climate Change and Social Inequality, UN Department of Economic & Social Affairs (2017)



# Annual Report 2020-21 Alignment with the Corporate Plan 2018-23



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# Annual Report 2020-21

## Executive Summary

### What do we mean by Social Mobility, Responsible Business, Digital Skills and Climate Action?

Social mobility is 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.

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

Responsible Business reflects our commitment to creating a sustainable future through our own business and by influencing others. It means that businesses are trusted and socially and environmentally responsible, creating a Square Mile where individuals and communities flourish, and the planet is healthier.

The Climate Action Strategy aims to ensure that the Square Mile and City Corporation make a positive contribution in tackling climate change, addressing the resilience risks it poses, and seizing the opportunities presented by the transition to a net zero economy.

### Why this needs highlighting

Social background is not currently a protected characteristic under the definitions set out in the Equalities Act 2010. Organisations can appear to be diverse and may be able to demonstrate that they comply with the Equalities Act 2010 without giving people with similar potential but from different socio-economic backgrounds equal chances to succeed.

Household income is the key determinant of whether a person has access to the internet and the opportunity to develop the digital skills that are needed to be included and thrive in 21st century society.

As with the characteristics protected in the Equalities Act 2010, we see differences in how people progress and need to delve into personal experiences, organisational processes and data to gain insight into why and how this happens in order to work out how to change it.

The City Corporation as an enterprise has both a moral and business need to promote responsible business, using its influence to drive social inclusion and fight the climate emergency which has the potential to worsen existing social inequalities.

### What this report covers

This report shares the key highlights, case studies, performance data and partnerships that are involved for each of the City of London Corporation's (the 'City Corporation') the Responsible Business Strategy's two outcomes, the Social Mobility Strategy's four outcomes, the Digital Skills Strategy's three priorities and the Climate Action Strategy's three strategic Actions. It recognises our achievements for the year September 2020 to September 2021, the learnings from the COVID-19 crisis and reaffirms our commitment to the Responsible Business Strategy 2018-2023, the Social Mobility Strategy 2018-28 and the Digital Skills Strategy 2018-2028. This report combines the annual reporting for the Responsible Business Strategy, Social Mobility and Digital Skills and Climate Action Strategies, reflecting the strong links between the strategies and using our resources more efficiently.

Given the period covered, the aftershocks of the COVID-19 pandemic are still being felt, with some groups being disproportionately negatively impacted.

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### Responsible Business – at a glance

Promotion of mental and physical wellbeing has been a key objective, including the CityWell programme and the 'From Stress to Distress' campaign, with our mental health first aiders playing a crucial role.

In pursuit of a more circular economy, we have been improving our internal practices to become more sustainable where possible. This has included reducing our use of single-use plastics and training our staff to become Circular Economy Ambassadors so they are equipped to identify additional areas for improvement.

In collaboration with our other corporate strategies, we have been working with the Local Plan Review to include a new policy on Urban Greening but our buildings and public realms.

Other recent victories included delivering an online workshop for facilities managers on how to reduce emissions, and the arrival of our new fleet of electric refuse vehicles which are now operational.

**233** out of the **266 actions** in the action plan were either completed or were ongoing actions that were being delivered to schedule.



# Annual Report 2020-21

## Executive Summary continued

### Social Mobility Strategy – at a glance

To equip our communities with the skills and talent they need to thrive, we have expanded the functionality of our Find Fusion platform to include work experience opportunities around the City and wider London, opening up opportunities for advancement to people without the connections to find these placements. Similarly, our Evolve Programme pilot has promoted careers in the film industry to young people from backgrounds that are underrepresented in the film sector. Recognising the affect that mental health can have on a person’s ability to reach their potential, we have delivered the City and Hackney Mental Health Transformation Plan and have worked with MIND to improve mental health outcomes for residents and workers.

To ensure more equal and even access to opportunity, the Tackling Racism Taskforce has used our cultural and creative institutions to celebrate creatives from underrepresented backgrounds, such as the ‘Celebrating City Women - Hidden Histories’ film, and the Ensemble exhibition which shines a spotlight on the career opportunities available to BAME people in the videogaming industry. We have also been upskilling our staff via the Equally Yours training to promote a culture that makes access to opportunity more equal.

Linking in closely with our work in the Responsible Business Strategy, we have been ensuring that businesses and organisations are representative and trusted by engaging with the Financial Inclusion Alliance and their aim to focus Covid recovery around improving outcomes for young people, and also by establishing the Financial and Professional Services Socio-economic Diversity Taskforce. The Taskforce will play a leading role nationwide in championing socio-economic diversity at senior levels across the financial and professional services sector.

As an organisation, the City Corporation has been striving to role model social mobility by expanding our Employee Volunteering Programme and donating over £30.7m across Greater London, via 277 grants, to philanthropic causes through the City Bridge Trust, tackling issues such as poverty, loneliness, mental health and unemployment that play a key role in improving social mobility for Londoners. Furthermore, the City Corporation’s various workstreams to improve social mobility were recognised by our improved listing of 50th place in the Social Mobility Commission’s Social Mobility Employer Index 2020.

Overall, we **delivered 62 out of the 67 actions** set out in our action plan against our four outcomes, with **48 of these actions which were delivered on schedule**.

### Digital Skills Strategy - at a glance

In pursuit of our Digital Competitiveness priority, we have made getting people online a key focus, working with AbilityNet, Age UK, our social housing estates teams and our library service to deliver expert training on how to effectively use their digital devices. This support has been invaluable during the Covid-19 period when so many essential services and interactions with loved ones has been shifted to online provision. As an organisation, we have upskilled our own staff with the ‘Improve Your Digital Skills’ campaign and by recruiting more digital apprentices.

Digital Creativity is another key priority for the Digital Skills Strategy and we have been upskilling our staff with digital apprenticeships and digital skills training via the new ‘Improve Your Digital Skills’ campaign.

The Digital Citizenship priority has been delivered primarily by our Culture and Commerce Taskforce’s Digital programmes which has brought together leading professionals from across London to support the cultural and creative industries recovery from Covid-19 and long-term prosperity. The Taskforce is delivering two new programmes to support digital creativity and digital skills, led by Tech London Partners, the CreaTech Project and the Creative Digital Acceleration Programme. The London Careers Festival has once again been delivered virtually to engage with a wider range of students from across the London boroughs, providing engaging sessions with businesses on potential careers that they could embark on and demystifying the careers pathways, many of which were with the tech sector and other industries employing high level digital skills.

**27 out of the 29 actions** in the action plan were delivered, with **23** of these actions delivered on schedule.

### Climate Action Strategy - at a glance

In order to meet our Net Zero emissions and climate resilience targets set out in the Climate Action Strategy, we have begun engaging with City residents to outline our plan to reduce emissions across our portfolio of housing, as well as inviting residents to share their views on the proposals. The next stage in this exercise will be the development of a new Action Plan which detailed steps on how we will decarbonise our housing. The more detailed Year One project plan for the Climate Action Strategy was published in April 2021; the progress of the plan is reported on a quarterly basis to Policy & Resources Committee.

**Responsible Business**  
**233 out of 266**  
actions delivered

**Social Mobility**  
**62 out of 67**  
actions delivered

**Digital Skills**  
**27 out of 29**  
actions delivered

# Social Mobility and Digital Skills Strategies Annual Report 2020-21

## Annual action plan

In developing the strategies, we created annual action plans to ensure that our visions for Responsible Business, Social Mobility and Digital Skills are converted into concrete, attainable and measurable steps. We review progress to drive efficiency and accountability within the organisation and to share ideas, opportunities and learning. The City Corporation's actions are designed to be long-term, methodical, interventions that deliver the most impact possible. *See Appendix A for an explanation of each strategy's annual action plans.*

## COVID-19 context

Our activities during the second year of the COVID-19 period sought to progress our existing work in the field of social and digital inclusion, and responsible business. Our focus has shifted to align with the work of the City Corporation's Recovery Taskforce which has been championing an innovative, inclusive and sustainable business ecosystem in the Square Mile, as the City's businesses and communities recover from the immediate impacts of the COVID-19 pandemic. We continued to refine our virtual service delivery, while adapting back to in-person interactions with our audiences within the constraints of social distancing.

The COVID-19 pandemic has acted as a catalyst in the role digital plays in our life and has heightened the issue of the digital divide and the social isolation which can occur if individuals are unable to get online and lack sufficient digital skills to access services and the workforce.

It is difficult to understate the disruption to service delivery which the pandemic has caused, despite the best efforts of the City Corporation's Officers and Members. This is reflected in the Performance section in the report, which has illustrated the challenges in delivering the strategy action plans while significant resources have been redeployed to support the immediate City Recovery efforts. Overcoming these challenges, we have focused on key activities such as the Barbican Library's remote digital skills training offer and our promotion of mental and physical wellbeing via the 'From Stress to Distress' campaign to progress these strategies within the context of the current challenges.



**Covid-19 cost London Boroughs **£1.8 billion in 2020/21****

- **£700 million** in extra spending
- **£1.1 billion** in lost taxes and other income.

**£1.8 billion is almost **£200 for every adult and child** in London.**

**The impact of Covid-19 on London Boroughs**  
(Source: [Covid-19: The Impact on London Boroughs, London Councils](#))

# Strategic Priorities/Outcomes

## - Responsible Business

### Responsible Business Strategy: Strategic focus

#### Outcome 1 – Individuals and communities flourish

- **Wellbeing and mental health** – A crucial area of work to support Outcome 2 has been around the promotion of wellbeing and mental health.
- The 'Pass the Cup and Move' campaign was designed to encourage staff to exercise and get away from their desk. With the collaboration of wellbeing ambassadors, a video was filmed and two training sessions were delivered on how staff can set up their laptop at home.
- To mark World Mental Health Day, a colleague from Spitalfields shared his "This is Me story". We also organised a virtual event "My lockdown experience: talk to us".
- The CityWell January Challenge was a monthly challenge in which staff undertook five challenges related to the five ways to wellbeing. Virtual sessions were then delivered to build in these new healthy habits to mark the New Year. These sessions in the CityWell series were: Part 1: Healthy Habits; Part 2: Healthy Mind and Part 3: Learn Happiness. Feedback on the virtual sessions from the attendees was very positive.
- A new Display Screen Equipment Agile system is now in place which was implemented by the Health, Safety and Wellbeing Team, with the help of HR, who invested in an enhanced solution to future-proof the City Corporation's needs.
- On International Happiness Day an awareness raising session on authentic and lasting fulfilment was delivered to mark this event, which included self kindness, gratefulness and connecting with others.

The Mental Health Foundation suggests that **74% of UK adults** have felt so **stressed** at some point over 2020 that they felt **overwhelmed or unable to cope**.

Our 'From Stress to De-Stress campaign' engaged with:

**76 staff** on the Health Assured webinar

**46 staff** on the Good Thinking webinar

**60 staff** on the Dealing with Stress virtual event

**100 Mental Health First Aiders across the City Corporation**

- Our corporate 'From Stress to De-Stress' campaign marked the National Stress Awareness Month through a series of events, workshops, and training delivered in April 2021. This was a collaborative campaign with the staff diversity networks, the City of London Staff Sports & Activities Club, the Learning and Organisational Development Team and Occupational Health. This was delivered as a virtual campaign with a high level of participation from staff, such as a webinar with Health Assured attended by 76 people and a webinar on Good Thinking which 46 staff attended.
- Since September 2020, the corporate Mental Health First Aiders and the Wellbeing Ambassadors have met on three occasions to plan their interventions and they are continuing to be closely supported by HR colleagues. Similarly, the training for Mental Health First Aiders has been delivered online since April 2021 to continue our provision throughout the Lockdown period. Training for managers was also held in May 2021 to empower our managers across the City Corporation to support their departmental Mental Health First Aiders.
- The new corporate policy on home and remote working was introduced in May to provide clarity for staff on working arrangements during the Lockdown period



Above: As part of the CityWell January Challenge, staff took part in a range of wellbeing activities

# Strategic Priorities/Outcomes

## - Responsible Business

### Responsible Business Strategy: Strategic focus

#### Outcome 2 – The planet is healthier

- **Sustainable practices** – We have been changing City Corporation internal practices to become more sustainable where possible. This has included issuing advice on reducing waste, increasing recycling, and how to dispose of bulky items for reuse. City staff are also advised to no longer buy any single-use plastic items, with guidance and support in place to advise on alternative routes.
  - Bins and signage have been updated at City of London sites to promote correct separate of waste.
  - City of London staff have also been invited to a Clean Air Day webinar and Textile Repair, Low Waste Living, Sustainable Cleaning workshops. In addition, 10 staff completed Circular Economy Ambassador training and are taking a leading role in promoting sustainable practices.
- The Clean City Awards Scheme has recently been revamped to streamline the application process, which now includes additional categories such Air Quality and Climate Action, as well as for Circular Economy.
- **Air quality for 2020-21** – A London-wide advertising campaign was delivered against engine idling in February 2021 by Idling Action, a project co-led by the City Corporation's Air Quality team & Camden Council.
  - The first of the new fleet of electric refuse vehicles have also arrived and are now in service.
  - We ran an online workshop for facilities managers on how to reduce pollution emissions from plant in October 2020 and another workshop on reducing emissions from generators for local authorities in July 2021.

The City manages **over 11,000 acres of green space** across London to improve air quality



*Above: The new electric refuse vehicles will reduce the City's emissions  
Below: The City Corporation is committed to lowering emissions across the Square Mile*



# Strategic Priorities/Outcomes - Responsible Business

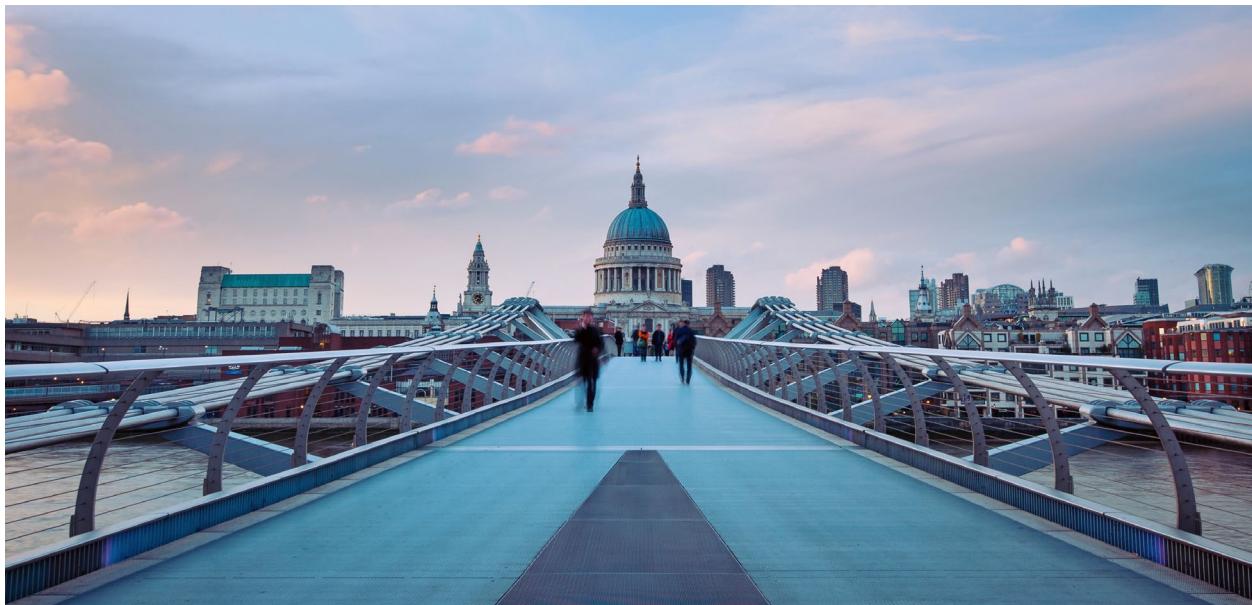
## Responsible Business Strategy: Strategic focus

### Outcome 2 – The planet is healthier continued



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The latest audit identifies a total area of **33.66 hectares of open space** in the City, a **slight increase** on the total area of **32.8 hectares revealed in the 2019** audit report.



- **Increasing biodiversity value of open spaces –**
  - Regular monitoring and reporting on this action is undertaken in the form of open spaces and recreation audits. These assess the total area of open spaces, their spatial distribution and typology, along with the public accessibility of open spaces and their biodiversity value.
  - The latest audit was published in December 2020 and the audit includes summary data regarding biodiversity, including details of the existing designated Sites of Importance for Nature Conservation and the distribution of trees across the City.
- **Update policy on biodiversity, requiring development to include measures to enhance biodiversity –**
  - The Proposed Submission Draft of the Local Plan review (City Plan 2036) was published for consultation between March and May 2021
  - The latest version of the City Plan includes additional policy and guidance in the supporting text regarding biodiversity enhancement, including a new requirement that development should aim to secure net gains for biodiversity where possible
  - The City Plan 2036 is expected to be adopted in 2022.
- **Local Plan Review –** We are preparing a Local Plan Review which will include new policy on Urban Greening, requiring greening (including Col operational development within the City) to be integral to the design and layout of buildings and public realm (*see table below*):
  - The Proposed Submission Draft of the Local Plan review (City Plan 2036) was published for consultation between March and May 2021
  - The latest version of the City Plan includes minor changes and clarifications to the policy on City Greening, but it remains a core feature of the new policy that greening should be integral to the design and layout of buildings and the public realm. Although only a draft policy at this stage, developers are already submitting ‘Urban Greening Factor’ calculations to support planning applications for major developments in the City.

#### Policy DM19.2 Biodiversity and urban greening

Developments should promote biodiversity and contribute to urban greening by incorporating:

- green roofs and walls, soft landscaping and trees;
- features for wildlife, such as nesting boxes and beehives;
- a planting mix which encourages biodiversity;
- planting which will be resilient to a range of climate conditions;
- maintenance of habitats within Sites of Importance for Nature Conservation.

# Strategic Priorities/Outcomes

## Social Mobility Strategy: Outcomes

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

- **Apprentices** – In the last year, we have transferred £35,000 of our unspent levy fund to support small businesses via the London Progression Collaboration which funded the training of 5 new apprentices training costs.
- **Find Fusion** – [Find Fusion](#) has been developed to support schools and industry partners to collaborate and share opportunities for work-related learning, careers resources and work experience opportunities. The new work experience content category on Find Fusion enables teachers, parents and students to find world of work opportunities from across the Square Mile in one place.
- **Libraries** – After closures during Lockdown, the Barbican and Community libraries reopened to the public in April. In addition to their remote IT training since the first lockdown, the Libraries deliver the Read to Succeed and the Summer Reading Challenge to boost reading residents' reading skills.
- **ASES Traineeship programme** – ASES have launched a new programme for engaging with young people aged between 19-24 who need support in upskilling so that they are ready for employment. Through their partnership with the British Print Industry Foundation, ASES are delivering a traineeship programme which covers employability skills, a work placement and Maths and English training. The aim is to prepare the young people for apprenticeships, employment or further education and the target is to bring in a cohort of 100 young people by 2022. Other external business partners will be brought on to deliver traineeships in the future as ASES expand the catchment of support for young people.
- **ASES Skills courses** – ASES have commissioned a training partner to deliver a suite of Health and Social Care courses, incorporating short courses as well as work-based courses within the sector to attract a greater range of people to gain the qualifications to work in the health and social care sector. There is also a Functional Skills contract which has a target audience of people without any formal qualifications in Maths and English. The training partner has strong links with the City's Nepalese community and aims to recruit from this community to enhance their functional skills.



Our target is to hire **100 trainees** by the end of **2022**.



**97129** digital downloads at our libraries – an increase of **168%** on **2019**

**24** virtual events for adults every week, including the Reading Friends scheme  
**24** virtual events for children and families every week

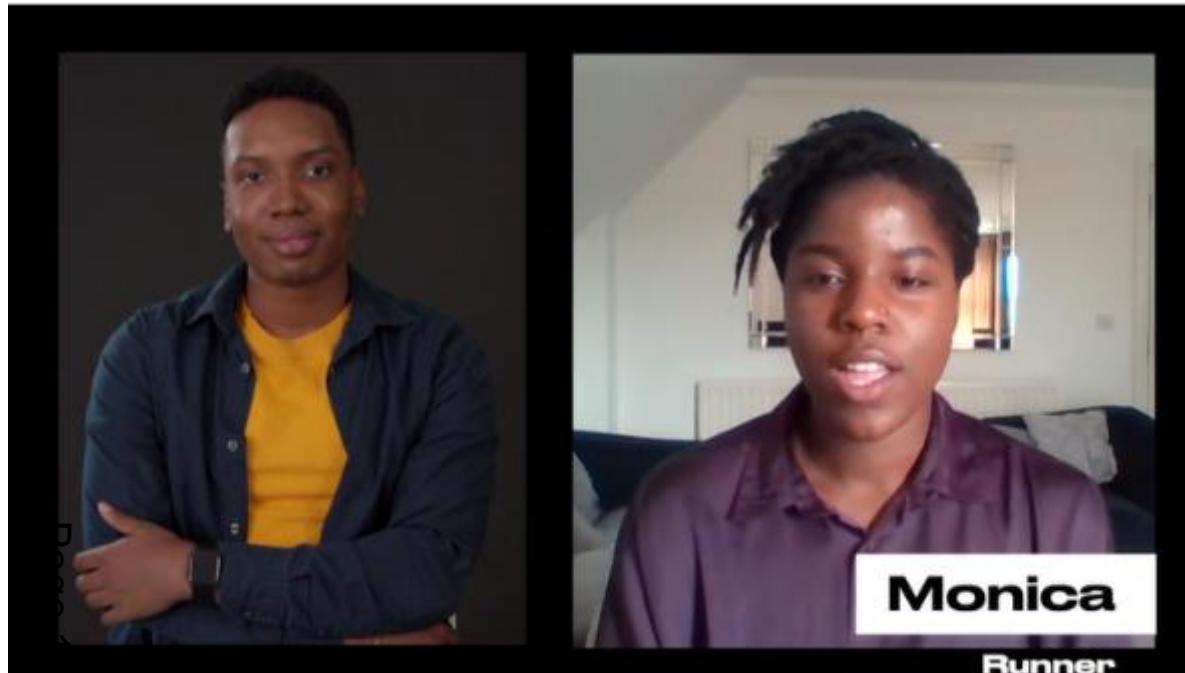
- **Adult Community Learning (ACL)** – as part of our ACL offer for the 20/21 curriculum, we delivered a series of digital courses including First Steps into Computing, Word & Excel and Using Moodle. We introduced a laptop loan scheme to assist learners without the appropriate equipment. These courses were open to the whole community to support residents seeking work or looking to attend accredited courses. We are currently expanding the employability courses we offer to help the community back into work post-Covid, including Skills for Life: Preparation for Work, Customer Service, Business Administration, Food Hygiene and Accountancy courses as part of our offer from September 2021.
- **Guildhall Young Artists North London Centre** – The Guildhall School of Music & Drama is collaborating with the City of London Academy Trust to host a new Saturday centre for young people, offering transformative learning in music, drama, and production arts, with pathways to the creative industries via employment and higher education.



# Strategic Priorities/Outcomes

## Social Mobility Strategy: Outcomes

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



Above: The Evolve Programme promotes careers in the film industry to young people.

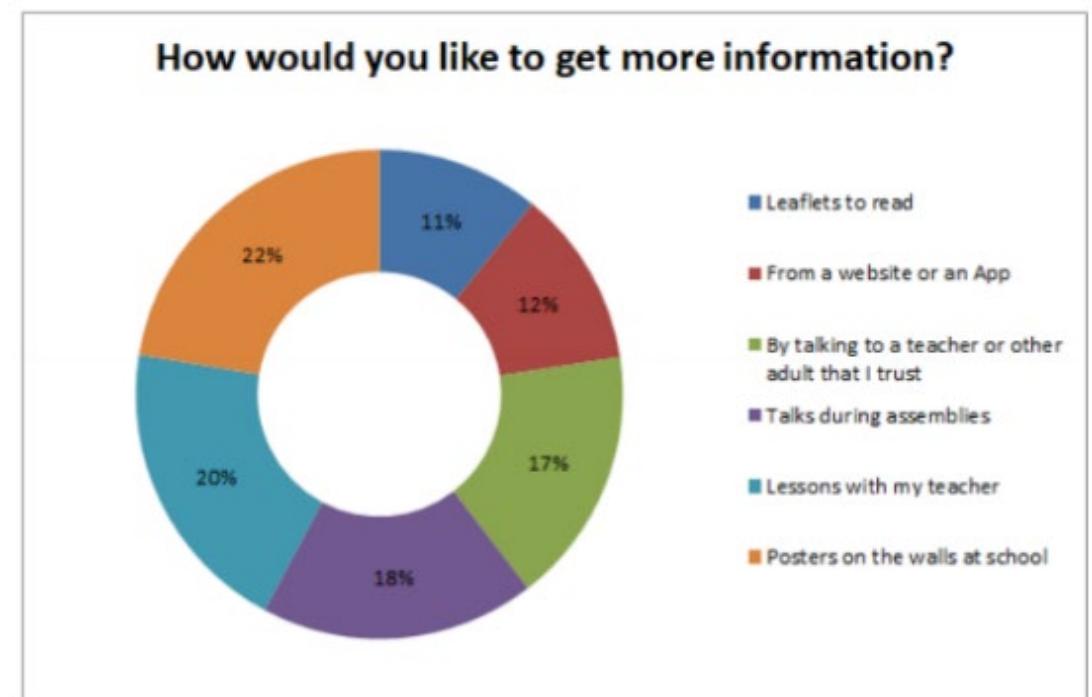
- **The Evolve Programme** – The City Corporation collaborated with the London Boroughs of Westminster and Lewisham to create a new promotional video, released in June 2021, which promoted backstage careers in the film industry, aimed at Year 7-9 pupils. This was a small-scale project for students in Lewisham but we are currently planning to use this project as a pilot for more videos exhibiting a wider range of creative careers.

- **Promotion of mental health** – We have been delivering the City and Hackney Mental Health Strategy 2019-2023 this year. The strategy's five priorities have identified prevention, access to support and services, neighbourhoods, personalization and co-production, and recovery.

- Due to Covid-19's significant impact on mental health, our provider MIND has adapted their model of service delivery to offer greater online support, and prioritisation of groups with the highest need for face-to-face support. Also, a Covid Welfare helpline has taken an holistic approach to supporting the community with challenges they may face during the pandemic. This support has included: accessing food, befriending services, debt and money advice, public health guidance relating to the pandemic, and support with education, skills and job searching.



- The City and Hackney Mental Health Transformation Plan, delivering a new neighbourhoods model of support for people with moderate-serious mental illness, and complex emotional needs. Following pilot sites in Hackney, is being rolled out to all neighbourhoods over 2021. Support is provided through a blended team of voluntary sector, mental health and primary care staff to connect better into a range of activities in their neighbourhoods to support their well-being.



Above: The City and Hackney Mental Health Transformation Plan asked young people how they would like to receive information on mental wellbeing support. 11

# Strategic Priorities/Outcomes

## Social Mobility Strategy: Outcomes

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

- **Equality & Inclusion training** – Our new online Equality, diversity and inclusion programme was recently launched, as well as the roll out of the virtual Equally Yours training and reverse mentoring programme to promote greater equality across the City Corporation.
- **Cultural and creative experience provisions** – In order to broaden young peoples' horizons, we have been promoting an increase in the amount of three creative experience providers by tracking the current usage and statistics around schools with high levels of Pupil Premium. We will then be using some of the lessons learnt from our Social Mobility Employer Index 2020 report to enhance their internal and external practices to help our cultural and creative learning institutions improve their outcomes for service users.
- **Tackling Racism Taskforce** – The work of the Tackling Racism Taskforce has included a range of inclusivity events and activities:
  - Black History / Slave Trade: Research into the City's story of the Transatlantic slave trade, Black City dwellers and workers, important sites, and existing representation of subjects within the City's public realm has been undertaken by the Cultural and Visitor Development Team. This delivers a databank of subjects the City Corporation may consider worthy of celebration and memorialisation and those we may wish to consider removing.
  - Ensemble: An on-street photography exhibition of portraits of leading black videogamers in collaboration with Games London and supporting work to encourage greater diversity within London's creative industries, inspiring BAME communities about videogaming as a viable career path.
  - Celebrating City Women - Hidden Histories: A short film developed in partnership with Premier, Guildhall Art Gallery and the London Metropolitan Archive, celebrating the role of women in shaping the City's past and present through new historical research and Guildhall's inaugural Artist-in-Residence, Hannah Starkey.
  - Bishopsgate Institute: A series of live-streamed concerts to which a diverse range of artists were invited to deliver performances that respond to the Institute's archives, including those on East London history, LGBTQ+ history, Black British history, and women's history. This has been funded by the City Corporation's Inspiring London Through Culture Grant.

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Left: photos from the Ensemble exhibition attached. Photo credit is: Photography by Joshua Fray.

### Our Baseline:

**14.1%** in secondary schools pupils are in receipt of Free School Meals (FSM)



- **Young Barbican**
  - 1,390 visits in 2019
  - 47.1% average FSM in 2019:
- **The School Visits Fund**
  - 104 visits were made between April 2019-2020
  - 47.63% average FSM in 2019-20
- **11 by 11 Partnership with Islington**
  - 12,682 pupil experiences in 2019-20
  - 36% average FSM in January 2020

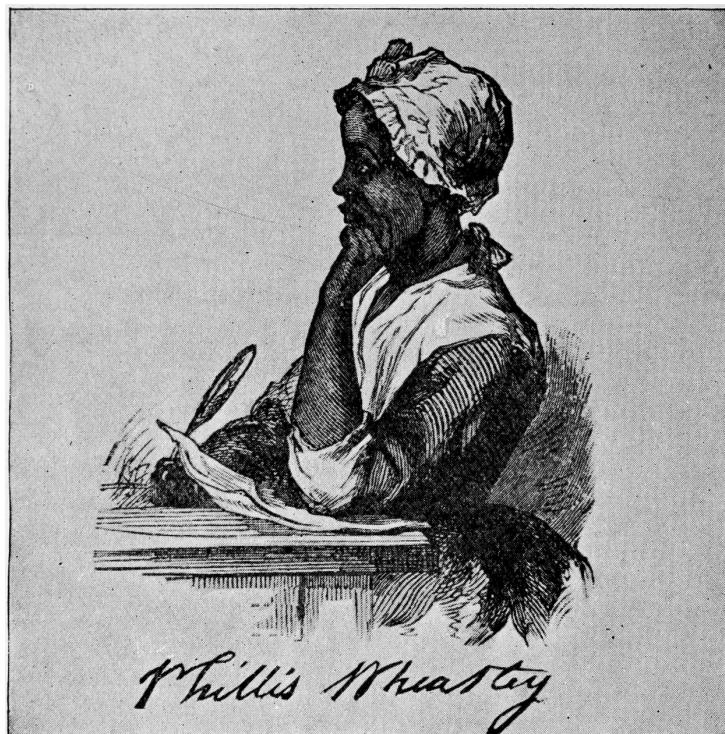
# Strategic Priorities/Outcomes

## Social Mobility Strategy: Outcomes

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

- **The Guildhall Art Gallery's promotion of diversity and inclusion** – The Guildhall Art Gallery contains a collection of 3,962 works in the collection; 3,560 of which are digitised items. This year, the Gallery has acquired artworks by BAME and women artist including Jiro Osuga, Ferha Farooqui, Fiona Banner, and Catherine Yass. Over Lockdown, numerous online events to promote diversity and inclusion were held including Drag Queen Storytime, Roman Women, Suffragette bomb, designing the City of London Police woman's uniform and more. Some of the post-Lockdown face-to-face events included 'Noel Coward: Art & Style' which brought many new insights into Coward's life and work, from his championing of women and artists of colour to his navigation of his gay identity, and 'Wampum: Stories from the Shells of Native America' which explored Wampanoag life in America today, their cultural history and the impact of the colonial past, as well as creative inspirations for the future.

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Left and right: images from the 'Celebrating City Women – Hidden Histories' exhibition (copyright Hannah Starkey)



The Guildhall Art Gallery contains a collection of **3,962 works** in the collection; **3,560 of which are digitised items**

**23 inclusivity cultural and creative events** planned for 2020/21 as a result of the City Corporation's **Tackling Racism Taskforce**, including a **'Mela in the City' Bengali celebration event**



# Strategic Priorities/Outcomes

## Social Mobility Strategy: Outcomes

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

- **Financial Inclusion Alliance Roundtable** – Building upon the previous joint Financial Inclusion summit in 2020, we participated in the Financial Inclusion Alliance’s ‘Can Business Help to Address A Crisis of Economic Inclusion facing Young People?’ Roundtable in May 2021. The Roundtable aimed to bring together professionals from a spectrum of industries to agree on how we can put young people at the heart of our plans to recover from the Covid-19 pandemic and build back better in the UK, providing a powerful and coherent way for business to demonstrate how it is making a difference to the economic inclusion agenda.
- **Financial and Professional Services Socio-economic Diversity Taskforce** – A new taskforce was launched to improve socio-economic diversity at senior levels in financial and professional services across the UK. The independent taskforce, was commissioned by HM Treasury and BEIS and is being run by the City Corporation, and will focus particularly on boosting representation at the top of these sectors. To tackle the lack of socio-economic diversity at all levels, the taskforce will: Lead an industry consultation on how government, regulators and sector bodies can incentivise firms to take action to improve socio-economic diversity; Create a membership body for financial services, where employers can benchmark against each other and share best practice on delivering socio-economic diversity at senior levels; Produce a productivity analysis, to build the business case for increasing socio-economic diversity at senior levels in financial and professional services.
- **City Giving Day** – This is an initiative of the Lord Mayor’s Appeal to celebrate and amplify the scale and breadth of Corporate Giving and volunteering across the capital is providing the blueprint for equivalent celebrations in other cities across the UK.
- **London Community Response Fund** – As part of the wider London Community Response (‘LCR’), a collaboration comprising c.67 funders led by London Funders in response to Covid 19, we established the London Community Response Fund (‘LCRF’) as a restricted fund. To date, £16.7m has been received in external donations to LCRF whilst the Bridge House Estate has committed £15.250m to the LCRF, and separately £990,369 in aligned funding. More than £27m has been distributed via 1,500 grants awarded through the LCRF since March 2020, contributing to a total of over £42m distributed through the wider LCR.



Research recently showed that **89%** of senior roles in financial services were occupied by people from **professional backgrounds** – nearly three times the UK working population, with those from **lower socio-economic backgrounds** taking **25% longer to progress.**

The **30 senior members** of the **Financial and Professional Services Socio-economic Diversity Taskforce** are committed to **tackling this inequality.**



# Strategic Priorities/Outcomes

## Social Mobility Strategy: Outcomes



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In 2020, the City Corporation was rated **50<sup>th</sup>** out of **119 employers**, who employ over **1.1 million people** in the UK across **18 different sectors**, on social mobility in the **Social Mobility Foundation's Social Mobility Employer Index**, an improvement on the **2019 rating of 56<sup>th</sup>** place



*Left: Sandrine Pluviaux and Vince Digham are two of our volunteers in the Employee Volunteering Programme*

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

- **Employee Volunteering Programme** – The City Corporation has launched its new employee volunteering programme called LEAP, making volunteering more flexible in terms of time, location and cause. Based on staff feedback on the previous volunteering provision, LEAP now makes it easier to find a volunteering activity that matches staff skills and interests via the Thrive CSR Volunteering Platform. In addition to volunteering within the Square Mile and London, staff can now also volunteer with eligible organisations across the UK.
- **Social Mobility Employer Index 2020** – The Social Mobility Employer Index is run annually by the Social Mobility Foundation. It is an important bench-marking initiative that ranks Britain's employers on the actions they are being taken to ensure that they are open to accessing and progressing talent from all backgrounds. The Index now includes 172 employers across 18 different sectors, collectively representing 1.5 million employees in the UK. The City Corporation has been rated in 50<sup>th</sup> place for social mobility, an improvement on its previous rating of 56<sup>th</sup> in the 2019 Index. Based on feedback from the 2020 Index, we have entered the 2021 Index with an aim to improve further on our previous rating.
- **Philanthropy through the City Bridge Trust** – City Bridge Trust has been a long-term funder of London's Giving which supports the development of place-based giving schemes in each of London's 32 boroughs and associated peer support, learning networks and resources to enable a sustainable future for place-based giving in London. By taking an assets-based approach, the London's Giving Model brings together the voluntary, private and statutory sectors and builds on the notion that everyone has something to give – be this time, skills or money. It is breaking new ground in understanding how communities can come together from the grassroots to tackle issues such as poverty, loneliness, mental health and unemployment. One of City Bridge Trust's programmes is Bridge to Work programme which supports young disabled Londoners into work, and there were 269 beneficiaries in 2020.
- **Diversity within the City Corporation's democracy** – The Members Financial Assistance Working Party has recommended the introduction of a Members Financial Support Scheme to the Policy and Resources Committee at its meeting in June 2021. It is felt that the introduction of more comprehensive support will also have a positive impact on enhancing diversity within the Court of Common Council and address its desire that prospective candidates for election to the Court are not deterred from standing for election for any reason, including any prohibitive cost. It is a view shared by the Members Diversity Working Party and more recently by the Tackling Racism Taskforce.

# Strategic Priorities/Outcomes

## - Digital Skills

### Digital Skills Strategy: Priorities

#### Priority 1 – Digital Competitiveness



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- **Cyber Resilience Centre** – The SME and micro business community is particularly vulnerable to cybercrime due to the cost of cyber security, often the lack of technical understanding of how to protect their business and knowing where to get help and support in the first place. Policing is creating new partnerships with the Cyber Resilience Centre network bringing together the knowledge and experience from the private sector, academia and the police to combat cybercrime, protect business and provide a better service to support business needs. This they do by providing consistent cyber security advice, guidance and products, a range of free to paid memberships and innovative service delivery using students to provide affordable cyber security services to the SME community.

#### Priority 2 – Digital Creativity

- **Digital skills provision** – The City Corporation’s City Bridge Trust has funded a project by AbilityNet that mobilises and manages volunteers to help elderly residents with free support on how to use their new or existing digital devices during the COVID 19 pandemic. We also commissioned Age UK to provide face to face digital skills classes in May and June 2021, which took place on the Barbican Estate. Under the terms of our contract with Civica, the Corporation’s new Housing Management System, they have been providing digital skills workshops on our social housing estates to improve digital literacy. The City Corporation’s Library Service provided free sessions of digital support to City residents, with some residents accessing the service more than once.
- **Digital apprenticeships** – The City Corporation’s digital apprenticeship continues to be successful with 16 digital apprentices in 2020-21, and the offer was marketed during National Apprenticeship Week in February 2021 and at all staff events and training courses.
- **Digital upskilling for City Corporation staff** – The ‘Improve Your Digital Skills’ campaign was launched in 2021, encouraging staff to including digital skills training in your personal development plan, making use of the IT virtual course, IT workshops, training videos and guides. Staff can also make use of the Tech Tips Blog which is updated weekly to provide the latest information about new features in Teams and Office 365 apps.
- **future.now** – future.now is the successor to former Lord Mayor Peter Estlin’s Shaping Tomorrow’s Cities Today. future.now aims to ‘motivate people and businesses to boost their digital skills’. During the Covid-19 period, future.now have delivered their online FutureDotNow Playbook which helps people identify and address digital skills gaps, and their Essential Digital Skills framework.
- **Cyber security** – Several planned activities have been used to promote London as a cyber secure destination including strengthening a collaborative action plan with the London office for Rapid Cyber Security Advancement which makes fledgling start-ups market-ready.

**9 Cyber Resilience Centres nationwide, at least one in every region in England and Wales**

**Student Services programme** –students onboarded and student services delivered, across **30 universities**

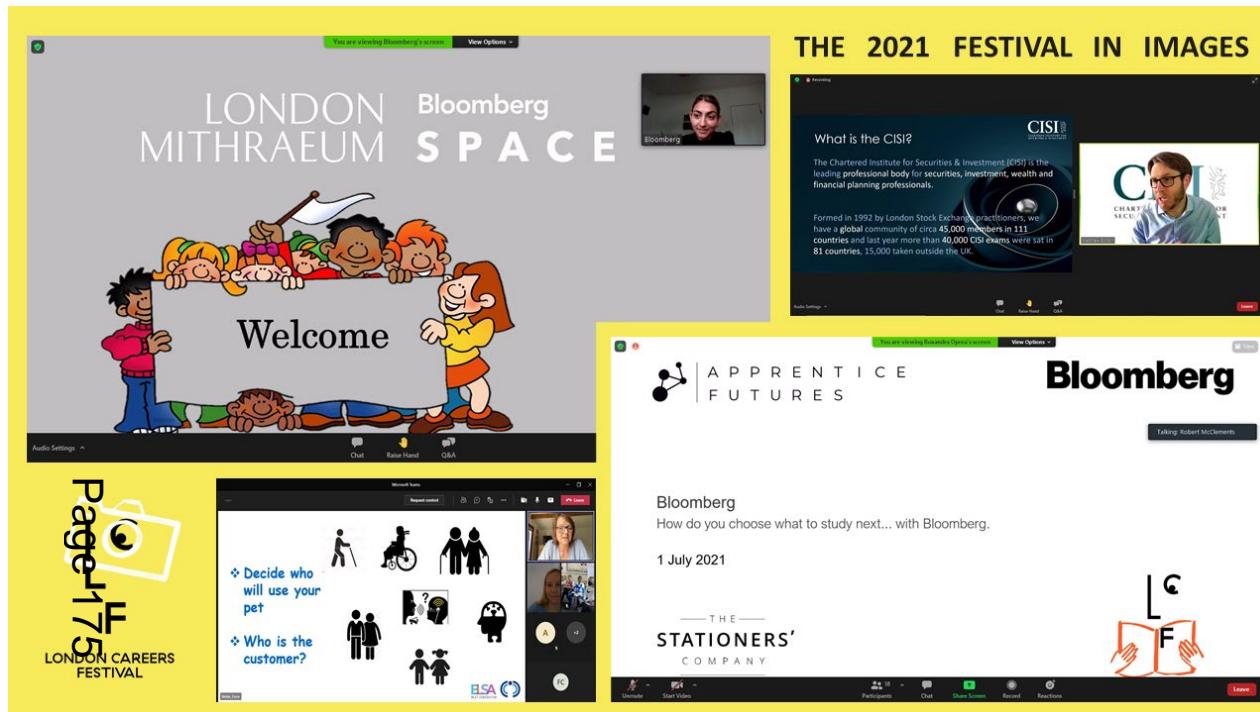
**NEBRC Winner of Outstanding Cyber Security Initiative 2021 - UK Outstanding Security Performance Awards**

# Strategic Priorities/Outcomes

## - Digital Skills

### Digital Skills Strategy: Priorities

#### Priority 1 – Digital Competitiveness



Above: The London Careers Festival provides a range of careers experiences for young people across London to broaden their horizons.

- **Creative response of the City of London Family of Schools to adapt to the Covid-19 pandemic** – Schools reopened following Spring Term closures during which they successfully built on learnings from 2020 closures, demonstrated by an average 85% of pupils in secondary schools and 90% of pupils in primary schools who were due to be learning remotely having regular attendance, higher than the first lockdown. Forum engagement from the Family of Schools remained high and schools were closely supported by Culture Mile Learning and the Education Strategy Unit in their response.
- **London Careers Festival** – The annual London Careers Festival connects learners to the world of work with a mixture of skills fairs, workshops, business fairs and experiences of workplaces, with a strong digital element. The London Careers Festival was delivered virtually in 2021, with 45% of the scheduled sessions including creativity as a core skill. Over 14,000 pupils were booked to attend and 5 careers sessions were specifically focused on jobs in tech industries.

#### Priority 2 – Digital Creativity

- **Culture and Commerce Taskforce’s Digital programmes** – Chaired by the Lord Mayor in partnership with the City Corporation and Culture Mile, the new Culture and Commerce Taskforce assembles leading figures from across the capital to address the massive challenges faced by the cultural and creative industries in the City, and London more widely, through better connecting the cultural and commercial sectors. The Taskforce is delivering two new programmes to support digital creativity and digital skills, led by Tech London Partners:
  - **The CreaTech Project:** This programme draws on the City as a ‘test bed’ for the creative sector, building a purpose-built environment for entrepreneurs and innovators in the creative industries to grow and test new technology. Currently, 5G technology is seen as the basis to unleash these creative tech experiences. For example, improved connectivity will be crucial to unlock new revenue streams such as remote events, or the use of next generation immersive and interactive applications in the videogaming and entertainment spaces. The project involved gathering Insights from best practice in existing testbeds to learn what has been achieved in particular locations and other sectors, and then developing a test site in the City, sourcing potential tech, businesses, and projects to support the new site.
  - **The Creative Digital Acceleration Programme:** This is a skills and capacity building programme which supports creative organisations to take a whole-organisational approach to embedding digital transformation and expertise at the heart of their business and use digital to accelerate growth. For some, this could mean increasing their level of more advanced digital skills such as use of more complex marketing software – attribution, AI, application developments. For others, this might be gaining more rudimentary skills such use of tools in the area of SEO, social media, digital content creation or web analytics.



# Strategic Priorities/Outcomes

## - Digital Skills

### Digital Skills Strategy: Priorities continued

- **The TLA Createch group** – The TLA Createch group was formed to engage tech entrepreneurs in opportunities within the Digital Creative Markets and encompasses Marketing, Advertising, Design, Media (Mobile, Social, TV & Radio, Games, Film), Music and Fashion. Its purpose is to showcase and support emerging CreativeTech startups/scaleups via pitchcamps, mentoring and promotion to demonstrate the dynamism and momentum of the sector. Currently the group supports the following skills related initiatives:
  - **Digital Boost:** Its mission is to help charities and small businesses get the essential digital skills they need to grow their revenues and be more productive. Digital Boost matches organisations who need to upskill with digital experts for free one-to-one mentoring, as well as personalised recommendations for courses, workshops and resources.
  - **ScreenSkills:** ScreenSkills is the industry-led skills body for the screen industries – film, television, VFX, animation and games. It supports economic recovery and future innovation and growth across the nations and regions by investing in the skilled and inclusive workforce who are critical to the UK screen industries' global success. ScreenSkills provides insight, career development and other opportunities to help people get into the industry and progress within it.
  - **Innovate UK:** Innovate UK is part of UK Research and Innovation, a non-departmental public body funded by a grant-in-aid from the UK government. It drives productivity and economic growth by supporting businesses to develop and realise the potential of new ideas, including those from the UK's world-class research base.



### Priority 3 – Digital Citizenship

- **She Can Be** – The Lord Mayor's Appeal continued its annual She Can Be event to encourage the next generation of young women to consider roles in the City. The event highlighted the skills of confidence, communication, problem solving, and initiative. The young women worked to find a solution to the problem of why women living in rural areas choose to save instead of invest their money.
- **The City of London's Adult Skills Service (ASES)** – ASES are currently delivering a range of Digital Skills and IT courses through the community-based Skills and Learning Programme. Since the end of March 2020, the service has delivered 95% of all Adult Learning courses online.



# Strategic Priorities/Outcomes

## - Digital Skills

### Digital Skills Strategy: Priorities continued

- **Digital devices** – Mer-IT have recently received a £10,000 Community Grant from the City Corporation to tackle digital inclusion within the City. With this grant, they are distributing refurbished laptops and computers to those who do not currently have access to a device. Our Children’s and Adult’s Social Care services can refer their clients to Mer-IT if they need a device. Mer-IT recently allocated 30 devices to City of London Academies Trust schools, with plans to allocate 30 more for the City’s benefit in the coming weeks. In parallel to the Mer-IT initiative and following on from successfully run events in 2019 and 2020, we have commissioned the charity Tech Takeback to run a pop-up event for City businesses to donate their old tech which will be refurbished and given to people in need as well as digital skills training. Additionally, The Department for Education (DfE) has provided the City Corporation with 30 laptops distributed to disadvantaged families, children and young people who do not currently have access to them through another source, such as their school.



Above: Mer-IT provide people with refurbished digital devices and the training to make best use of their new devices.

### Priority 3 – Digital Citizenship

- **Internet access** – The City Corporation provided low-income residents who receive Council Tax reduction with a one off pre-loaded data allowance via a portable device, that allowed residents to connect to the internet if they had their own device. The City Corporation also provided 15GB of 4G data which allowed residents who were home schooling greater access to online learning. The Corporation used this opportunity to identify low-income residents who do not have access to a device for potential referral. There were 21 applications which were supported through this project.
- **Legal Innovation Programme with KPMG** – In November 2020, the City Corporation piloted a Legal Innovation Programme with KPMG as a 4-week virtual programme aimed at increasing innovation and tech adoption across the legal sector and arming a cohort of digital ambassadors with the skills and awareness that they need to drive innovation within their firms. The course welcomed 55 participants selected from over 80 applications. There was a total of 51 organisations represented overall including mentors, judges and lawtechs that all engaged with the programme.



- **60 digital devices** donated to students and residents via Mer-IT
- **95%** of all Adult Learning courses delivered online
- **21 low-income residents** supplied with 4G data
- **350 young women** logged on for SheCanBe

# Strategic Priorities/Outcomes - Climate Action

## Climate Action Strategy: Strategic actions

### Action 1 – To support the achievement of net zero

- **Net Zero interim targets** – A key part of mobilisation has been to profile interim targets for Net Zero. This involved identifying targets for the end of year one, coinciding with our first comprehensive baseline since the initial study on 2018 emissions. We also set interim targets across the life span of the 2027 and 2040 net zero dates. 8. We anticipate that the year 1 programme will reduce carbon emissions to:

- 23 ktCO<sub>2</sub>e in our own operations by end of 2022 through energy reductions (from baseline of 36 ktCO<sub>2</sub>e)
- 1,027 ktCO<sub>2</sub>e in our value chain by end of 2022 (from baseline of 1,014 ktCO<sub>2</sub>e)
- 965 ktCO<sub>2</sub>e in the Square Mile by end of 2022 (from baseline of 1,392 ktCO<sub>2</sub>e)

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## Climate actions

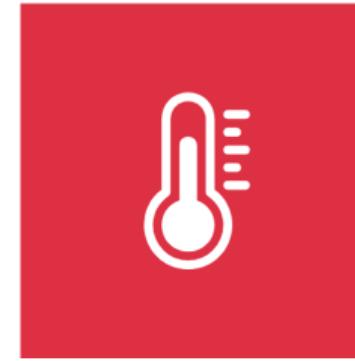
At the City Corporation we will do this through major investment in:

- 1 Improving **energy efficiency** in investment and corporate properties
- 2 Aligning our **investment portfolio** with the Paris Agreement
- 3 Enhancing carbon removal in our **open spaces**
- 4 Protection of our **shared natural resources**
- 5 Driving net zero through our **supply chain**
- 6 Integrating **climate considerations** into all our decisions.

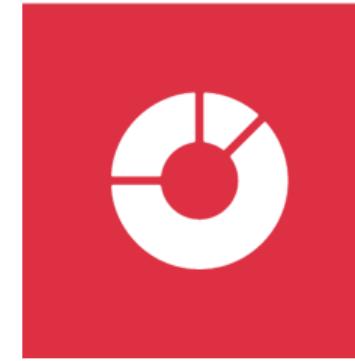
**2 major workshops** to consult with residents on the direction of the *Climate Action Strategy* in the **Barbican, Golden Lane, Middlesex Street and Southwark Estates**

## Taking a leadership approach

What sets us apart



**Climate resilience:** assessing our physical risks and preparing for some unavoidable change



**Science-based, full value chain greenhouse gas accounting:** employment of best practice in measurement & action planning



**Carbon sequestration:** Assessing the potential for Open Spaces to accelerate direct CO<sub>2</sub> removal



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### Action 2 – To build climate resilience

- **Development of the Climate Action Strategy** – In January 2020, the City Corporation set out on a fast-paced, cross-corporation journey to develop an ambitious Climate Action Strategy. At that point, the Corporation needed to assess the carbon footprint across both its own varied holdings, and across the Square Mile - as well as develop a plan to achieve Net Zero. We undertook an in-depth organisational and Square Mile carbon foot-printing assessment to create our pathway. Alongside this, we conducted an analysis of the climate resilience in the Square Mile across buildings, public realm and infrastructure. The pathway and analysis formed the basis of the Climate Action Strategy adopted at Court of Common Council on the 8th October 2020. Since then, fifteen costed project delivery areas have been consolidated into ten project plans. An extensive mobilisation effort was undertaken across 10 workstreams and 6 departments, for when the programme was officially launched in April 2021.

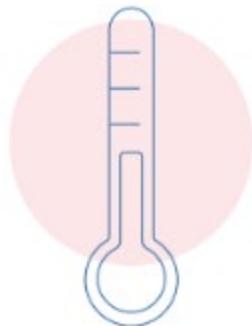


# Strategic Priorities/Outcomes - Climate Action

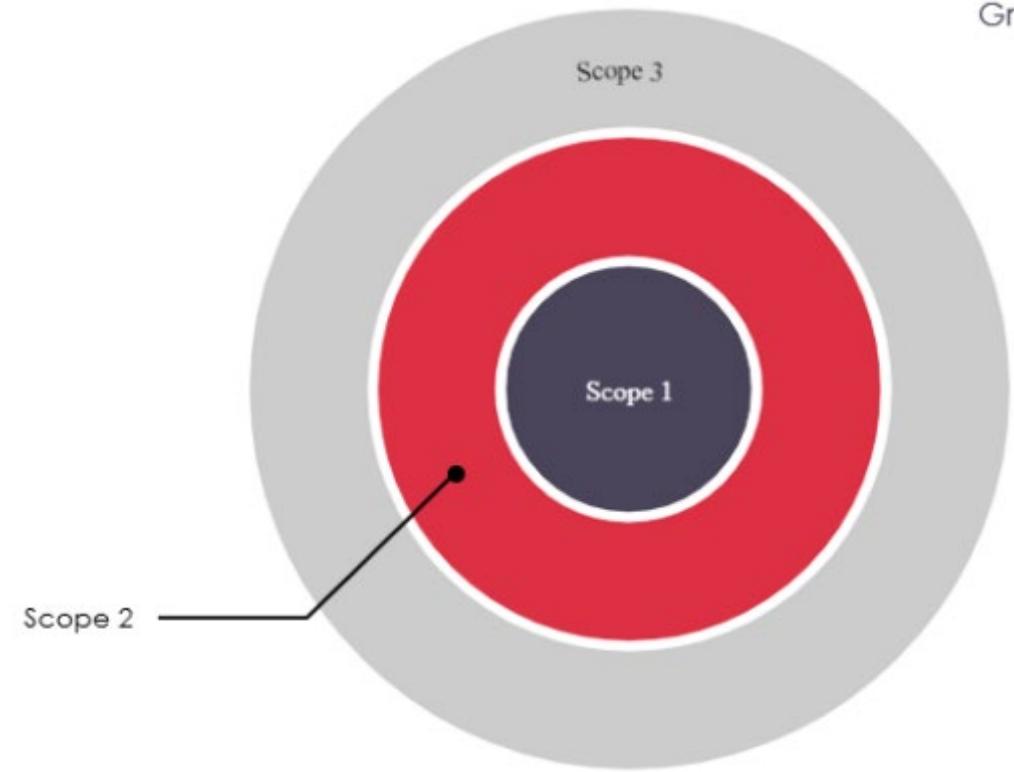
## Action 3 – To champion sustainable growth

- Engagement with City residents** – Preliminary engagement meetings were held with Members and residents between December 2020 and February 2021 at Barbican and Golden Lane Estates and across the Portsoken, Aldgate and Tower Wards. These meetings provided residents with an overview of the City Corporation’s Climate Action Strategy and plans for housing. It also gathered examples of climate action initiatives led by residents and suggestions for reaching all residents. This consultation was followed by an estate-wide energy audit across the whole of our Housing Revenue Account Housing Portfolio. A detailed action plan will be produced that will enable the City Corporation to decarbonise its Housing Portfolio. The development of this action plan provides an opportunity for the City Surveyors and appointed consultants to engage with residents about site-specific proposals at an early stage.

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We still need to prepare for hotter drier summers, warmer wetter winters, stronger winds, more frequent extreme weather events and rising sea levels.



Greenhouse gases are categorised by level of control / accountability



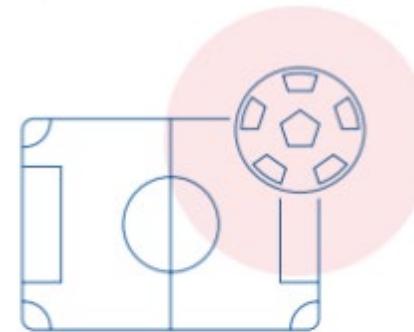
Scope 1: Fuel combustion, fugitive (e.g. leaked refrigerant gases) and process emissions



Scope 2: Purchased electricity, heat, steam and cooling (e.g. purchased heat from a CHP)

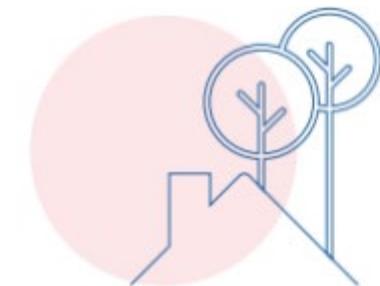


Scope 3: All other indirect emissions that are a consequence of Corporation activities but not under its control.



# 5,500

The equivalent of nearly **5,500 football pitches** of green spaces across London and its green belt are managed by The City of London Corporation.



# 42,600m<sup>2</sup>

of green roof in the Square Mile.

# Performance

## Performance

This is the first year for collecting KPI data for the Social Mobility and Digital Skills Strategies. This data will be used as baseline data which will be used to compare the delivery of the actions in 2021-22. It is important to note that the COVID-19 pandemic has had a significant impact upon service delivery for several departments and institutions in the City Corporation. For this reason, it has not been possible for some of the action owners to collect data. Of the 67 actions in the Social Mobility Action Plan, it has been possible to capture data on 50 actions with KPIs assigned despite the restrictions of the pandemic. For the Digital Skills Strategy, data was captured on 19 of the 21 actions with KPIs assigned.

Nevertheless, it is of note that, even for those actions where service delivery has still been possible despite the pandemic, action owners have reported that the pandemic has, in many cases, made service delivery more challenging and this data is not reflective of performance during normal service delivery. In 2021-22 it will be useful to compare the action plan performance data during a period of more normal service delivery and determine what some realistic and ambitious targets could be for 2022-23. This would then provide an overview of which actions have met their assigned targets.

Of the 67 actions in the Social Mobility Strategy, 48 were deemed to be on track and 19 actions were delayed. In the Digital Skills Strategy, 23 actions were on track and 6 action were delayed.

## Corporate Performance Framework

The Corporate Performance Framework (CPF) sets out the all of the things we want to measure as an organisation in line with our Corporate Plan, so that we know what to strive to achieve for and can tell if we're succeeding. The Key Performance Indicators (KPI) outline what we will report on quantitatively throughout the organisation, but is very much driven by data that is being collected departmentally. However, that said, there may be other data points that you are collecting at a departmental level that is relevant to you and your specific stakeholder groups.

Designed by the Corporate Strategy and Performance Team, it has been populated with a selection of outcome and output-based indicators drawn from existing strategies and business plans and supplemented by broader impact measures from national data-sets.

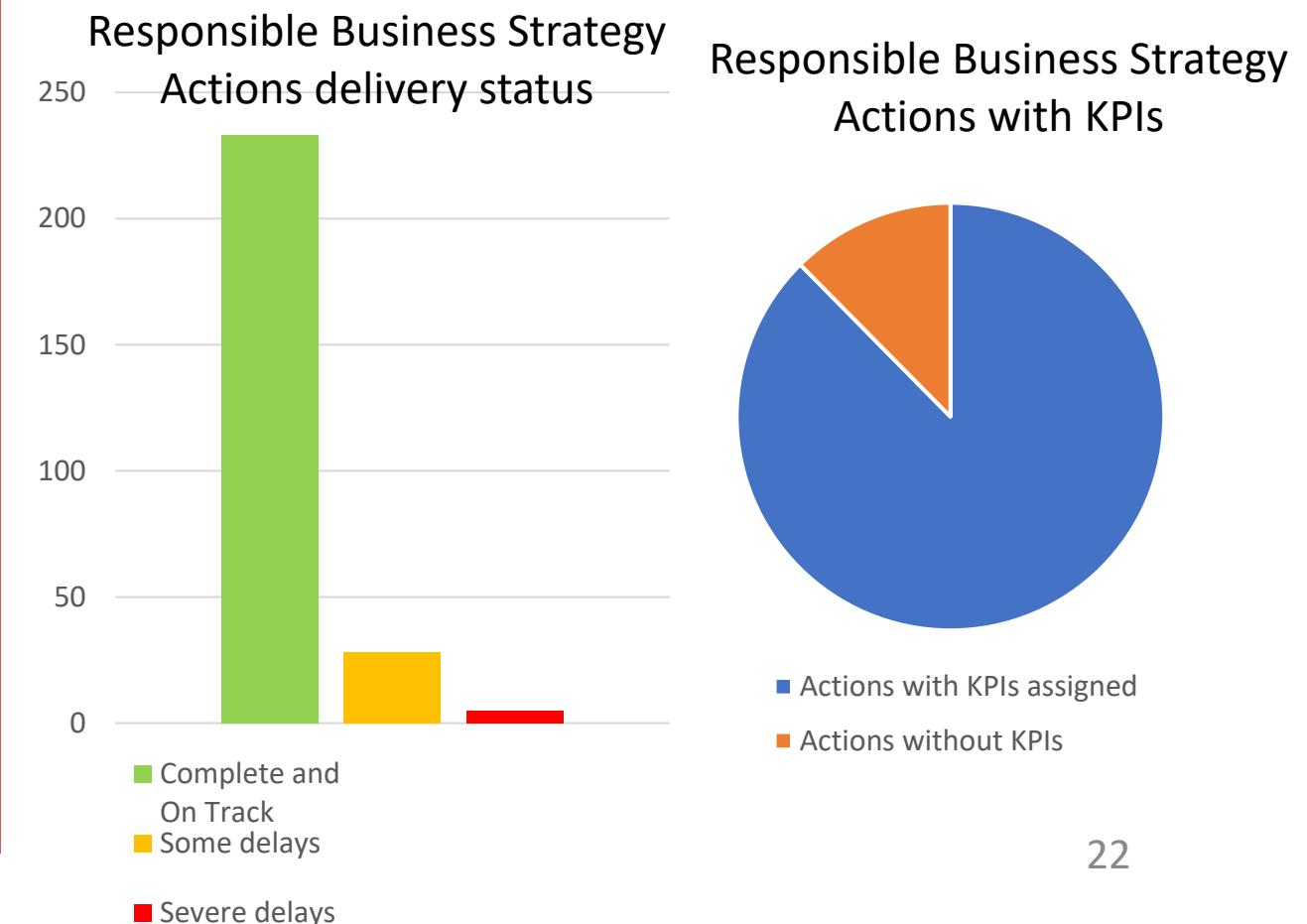
This provides a 'basket of indicators' of around 150 high quality KPIs (down from 339 KPIs identified in the 2019/20 business plans) that departments are being encouraged to pick from when deciding how to implement strategies and monitor business plans going forward, rather than designing their own. The CPF was approved by Chief Officers as a key element of the Corporate Plan, to be implemented during 2022 and will likely feature in the 2021-22 Social Strategies Annual Report.

## Climate Action Strategy

The Climate Action Strategy does not currently have an Action Plan although this document is currently under consultation. When this is ready, we will be able to begin measuring the performance of the Climate Action Strategy against its strategic aims.

## Responsible Business Strategy

We are committed to measuring the effectiveness and impact of our work against key performance indicators (KPIs), aligned to our two strategic aims. Overall, we collected data on 266 actions covering the following strategic areas: Wellbeing, Air Quality, Climate Action, Plastics, Waste, Equal Opportunities, Diversity, and Biodiversity. KPIs were set for 230 of the actions and, of the 266 actions, 233 actions were classed as either complete or ongoing and on track.



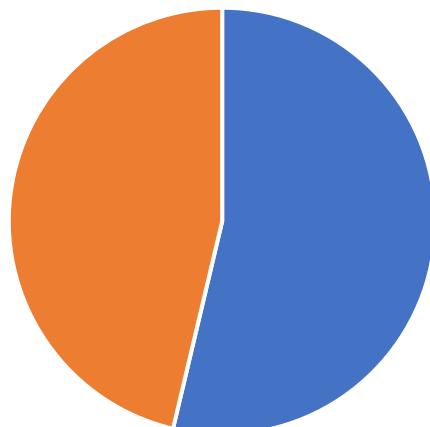
# Performance

## Performance continued.

### Social Mobility Strategy

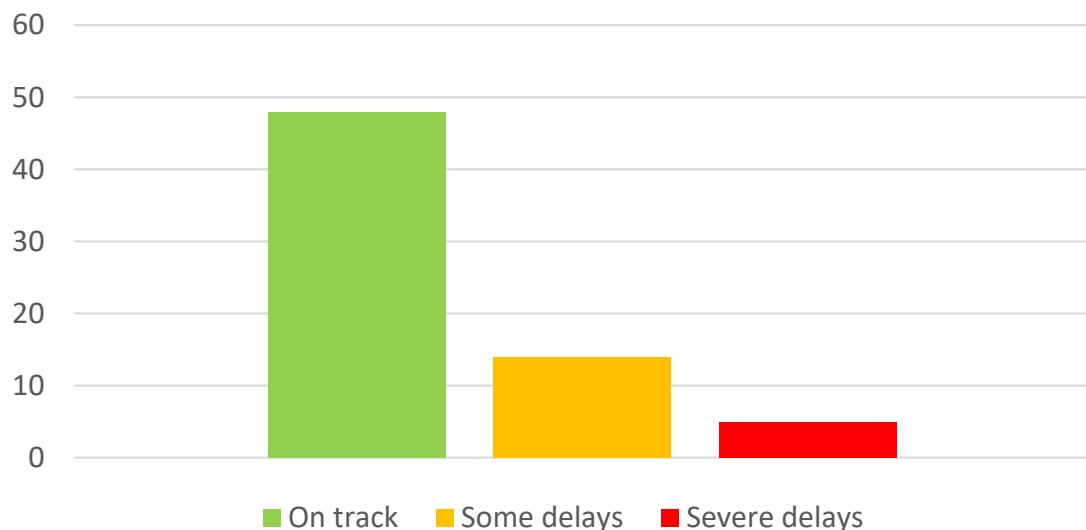
We are committed to measuring the effectiveness and impact of our work against KPIs, aligned to our four outcome areas. We will continue to build on our performance framework and our journey to collecting baseline and benchmarking data, with an ambition for future reports to provide baseline and benchmark data for all 37 KPIs and our targets.

Social Mobility Strategy  
baseline KPI data



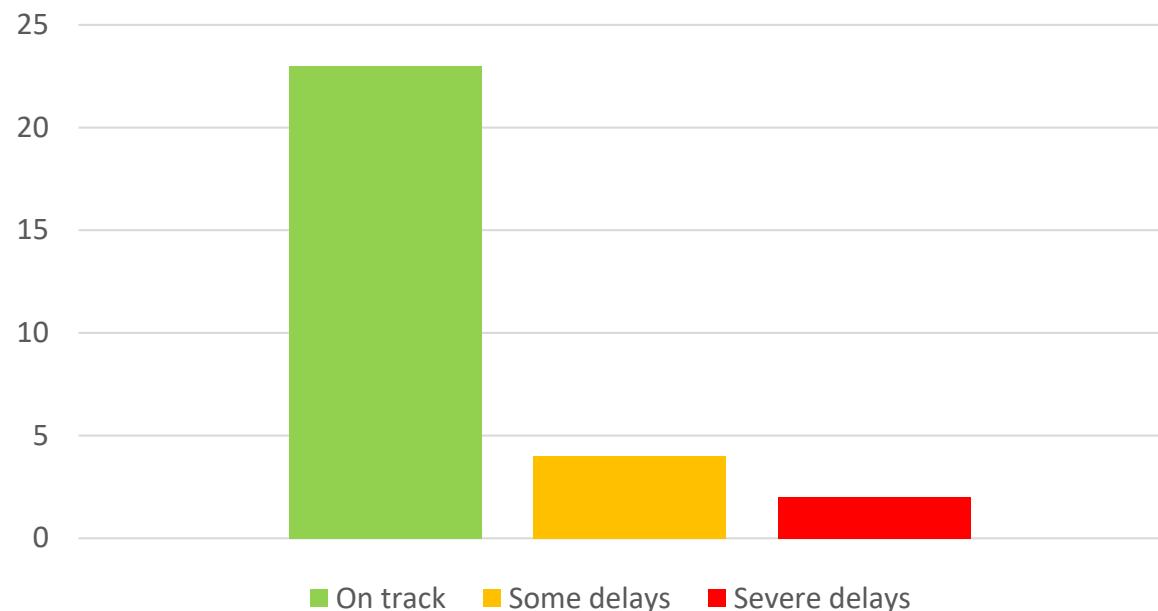
■ Actions with KPIs ■ Action KPIs with data collected

Social Mobility Actions delivery status



■ On track ■ Some delays ■ Severe delays

Digital Skills Actions delivery status



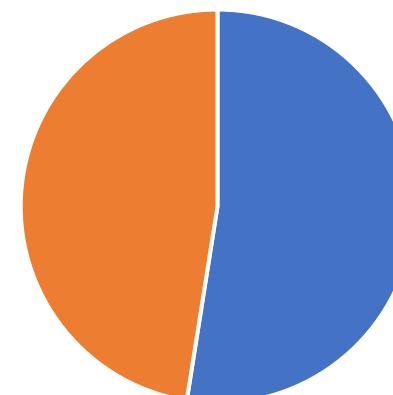
■ On track ■ Some delays ■ Severe delays

### Digital Skills Strategy

Last year we designed a performance framework that committed us to measuring the effectiveness and impact of our work against key performance indicators (KPIs) in our Corporate Performance Framework (CPF) and also the KPIs of the Financial Services Skills Commission. The performance framework also enables us to clearly demonstrate our impact against our Corporate Plan for 2018-23.

In addition, strategy-specific indicators will be identified to demonstrate the strategy's impact. The key measure of success is that our stakeholders will have the digital skills they need in order to thrive in a digital economy and society.

Digital Skills Strategy - Baseline KPI data



■ Actions with KPIs assigned ■ KPI actions with data collected

# Future Delivery

## Future Delivery

### Responsible Business Strategy

The primary focus for 2022 is the successful implementation of the Government commissioned taskforce to boost socio-economic diversity at senior levels in UK financial and professional services, by encouraging employers to collect data on their workforce's socio-economic diversity. This can then be used to inform an industry consultation, the development of a peer network, and a productivity analysis.

The City and Hackney are developing the Joint Health and Wellbeing Strategy which will focus on prevention and reducing health inequality in the Square Mile. The development of the strategy will assess the impact of the four pillars: our health behaviours and lifestyle, the wider determinants of health, integrated health and social care and the communities and places we live in. Under the pillar 'the wider determinants of health', research will be conducted to understand the City's 'hidden workforce,' those in unstable work and low-income employment - often zero contract hours and agency workers. Work is already underway to gain a better insight into the east of the City where there are higher levels of deprivation. A set of health equality indicators will be established by which our Health and Wellbeing Board can measure the progress being made in the City of London.

### Digital Skills Strategy

Our ambition in 2022 will continue to include exploring a series of digital skills workshops and other measures that supports residents financial and digital inclusion, helping residents to move towards a greater use of digital services, and to support confidence accessing these services and supporting them to also access financial services.

We will also ensure a compliant and effective Adult Skills and Education Service (ASES) Digital Learning Strategy, focused on enhancing the digital skills of learners and tutors, with staff and students having safe online access and effective use of ICT in teaching, learning and assessment. In addition, ASES will deliver a high quality Digital Functional Skills Qualification as well continuing to deliver the Essential Digital Skills Qualification for adult learners.

## Climate Action Strategy

The next stage for the Climate Action Strategy will be to construct a strategic Action Plan, based on the learnings and feedback from the extensive stakeholder consultation exercise which has been running through 2021. This Action Plan will determine the necessary steps to ensure that the City Corporation delivers on its pledges to achieve Net Zero in 2027 and 2040.

The more detailed [Year One project plan](#) was published in April 2021; the progress of the plan is reported on a quarterly basis to Policy & Resources Committee.

The City Corporation's Skills Team will also be focusing on the development of a green skills initiative aimed at boosting skills on City construction sites, working towards the Net Zero targets outlined in the City of London Corporation's Climate Action Strategy.

## Social Mobility Strategy

For our work with students, we will establish an education to business 'hub' to deliver a coordinated programme of work placements for pupils and teachers in the Family of Schools, using labour market information and industry research to target partnerships in areas of need.

Much of our efforts to promote social mobility in 2022 will also involve promoting the Fusion Skills, which are the interconnected communication, thinking, organisation and creative skills needed to succeed in education, training and employment. We will enhance, amplify and communicate learning opportunities which develop pupils' academic and fusion skills, including maintaining and growing the Find Fusion platform to include more work experience opportunities across London. To support our adult learners, we are developing a fusion skills programme for apprentices. Furthermore, we will participate in and lead national and international projects and research so that the City Corporation is known as leading innovative work in the Fusion Skills agenda.

Promotion of high quality work experience placements for pupils in the Family of Schools will be delivered through collaboration with HR, internal and external partners, the Livery Companies and using Find Fusion as the showcase platform

Our aim to ensure that ASES provides an outstanding adult education, training and apprenticeships will be enhanced with a drive to celebrate equality of opportunity through a proactive approach to promoting social mobility and inclusion, with the number of BAME learners increased to 20% and remaining above 95% for apprenticeship completion rates.



# Appendices

- Appendix A – Strategy overviews
- Appendix B – Annual Action Plans
- Appendix C – Oversight & Responsibility





## Executive Summary

We are in an era when organisations are asked to look beyond their economic impact and consider the way in which they create social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, we are well placed to role-model responsible business practices internally across all of our activities and externally across other organisations.

The strategy set out here states our commitment to responsible business and how we will fulfil it, set within the framework of our Corporate Plan 2018-23. We will embed responsible practices throughout the City Corporation's work to take us towards a sustainable future.

We know that we are on a journey to becoming a more responsible business and will need to build on our strengths and learn from others along the way. We will champion what we are currently doing well and celebrate, for example, our role in conservation, philanthropy and responsible procurement. Implementing this strategy provides us with further stories of change and impact to share with our wide range of partners. By openly sharing our progress, impact and learning we aspire to be a responsible business role model to other similar organisations.

<b>Our commitment</b>	We are committed to creating positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.	
<b>We will achieve this by...</b>	<p>Focusing our efforts on:</p> <ul style="list-style-type: none"> <li>➤ Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.</li> <li>➤ Impact achieved through our advocacy and role-modelling to others.</li> </ul> <p>Using responsible business practices through our every day work and decision making to ensure that we conduct ourselves in the most ethical and responsible ways possible.</p> <ul style="list-style-type: none"> <li style="width: 50%;">➤ Engaging our employees</li> <li style="width: 50%;">➤ Championing responsible investment</li> <li style="width: 50%;">➤ Using our convening power</li> <li style="width: 50%;">➤ Leading responsible procurement</li> <li style="width: 50%;">➤ Connecting our communities</li> <li style="width: 50%;">➤ Preventing bribery, fraud and corruption</li> <li style="width: 50%;">➤ Ensuring transparency</li> <li style="width: 50%;">➤ Promoting human rights</li> </ul>	
<b>To create a future where...</b>	<p><b>Individuals and communities flourish</b></p> <p>Create and champion equal opportunities, diversity and inclusion across our organisation, and networks; and safeguard people and communities from social issues impacting London.</p> <ul style="list-style-type: none"> <li>➤ People's wellbeing</li> <li>➤ Equal opportunities</li> <li>➤ Diverse organisations</li> </ul>	<p><b>The planet is healthier</b></p> <p>Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.</p> <ul style="list-style-type: none"> <li>➤ Air quality</li> <li>➤ Waste</li> <li>➤ Plastics and packaging</li> <li>➤ Climate change</li> <li>➤ Loss of biodiversity</li> </ul>
<b>Resulting in...</b>	<p>An organisation that makes the right decisions</p> <p>An organisation that works collaboratively and innovatively to achieve positive impact</p> <p>An organisation that is trustworthy</p> <p>An organisation that leads the way in responsible business</p>	
<b>Corporate Plan 2018-23 links</b>	This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.	

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

## Executive Summary

### Our definition of social mobility

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

### Why us

The City of London Corporation is committed to championing social mobility throughout our work internally and with our unique combination of stakeholders spanning the private, public, charitable and community sectors across the Square Mile, the City, London, the UK and beyond. Social mobility is a key organisational priority outlined in our Corporate Plan (CP) for 2018-23, which will help to deliver our aims to contribute to a flourishing society and support a thriving economy.

### Who we will work with

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

## Our Vision

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

## Our Aim

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

## Our Outcomes

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

*Links to CP Outcome 3*

Opportunity is accessed more evenly and equally across society.

*Links to CP Outcome 3*

Businesses and organisations are representative and trusted.

*Links to CP Outcome 8*

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

*Links to CP Outcome 5*

## Our Activities

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

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

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

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

## Our Success Measures

Over the next 10 years, we will be a valued advocate and thought leader for social mobility, committing to collaboration, partnership work, innovation and longitudinal evaluation, to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond.

**We won't just work to level the playing field, we will make it fairer too.**

# 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 DG™ 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.

# The City of London Corporation's Climate Action Strategy 2020-2027



## THROUGH THIS STRATEGY THE CITY CORPORATION COMMITS TO ACHIEVING:

- ✓ Net zero by 2027 in the City Corporation's operations
- ✓ Net zero by 2040 across the City Corporation's full value chain
- ✓ Net zero by 2040 in the Square Mile
- ✓ Climate resilience in our buildings, public spaces and infrastructure



## ACROSS THE SQUARE MILE WE WILL:

- ✓ Work with all stakeholder groups to accelerate the transition to net zero
- ✓ Support SMEs to reach net zero
- ✓ Invest in making the Square Mile more resilient to extreme weather and flooding



## AT THE CITY CORPORATION WE WILL DO THIS THROUGH MAJOR INVESTMENT IN:

- ✓ Improving energy efficiency at our investment and corporate properties
- ✓ Protecting our shared natural resources
- ✓ Aligning our investment portfolio with the Paris Agreement
- ✓ Driving net zero through our supply chain
- ✓ Enhancing carbon removal in our open spaces
- ✓ Integrating climate considerations into all our decisions

## OUR VISION

The City of London is **Responsible, Sustainable** and **Competitive**

## OUR AIMS



To **support** the **achievement** of **net zero**



To **build** **climate** **resilience**



To champion **sustainable** **growth**

# Appendix B – Annual Action Plans

## Annual action plans

In developing the strategies, we created annual action plans to ensure our visions for Responsible Business, Social Mobility and Digital Skills are converted into concrete, attainable and measurable steps. We review progress to drive efficiency and accountability within the organisation and to share ideas, opportunities and learning. The City Corporation's actions are designed to be long-term, methodical, interventions that deliver the most impact possible.

The actions for the Responsible Business Strategy are set in the context of our commitment to create a sustainable future, based upon two pillars where we can make positive social and environmental Impact.

The actions for the Social Mobility Strategy are set in the context of our daily efforts to work towards our vision of 'People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential' but also our broader commitments to supporting a diverse and sustainable London within a globally-successful UK.

The actions for the Digital Skills Strategy we take are set in the context of our daily efforts to work towards our vision of 'People and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive' but also our broader commitments to promoting London as a global leader with a flourishing society.

The Climate Action Strategy's actions have not yet been defined as creating the Action Plan will be the primary output from the current stakeholder engagement exercise with City residents.

# Appendix C - Oversight & Responsibility

## Oversight and responsibility

### Social Mobility Strategy

David Farnsworth, Managing Director, Bridge House Estates, is the senior responsible officer for this strategy.

### Digital Skills Strategy

Andrew Carter, Director of the Department for Community and Children's Services, and Damian Nussbaum, Director of Innovation and Growth, are the chairs for this strategy.

### Responsible Business Strategy

Caroline Al-Beyerty, the Chamberlain, and David Farnsworth, Managing Director, Bridge House Estates, are the chairs for this strategy.

### Climate Action Strategy

Damian Nussbaum, Director of Innovation and Growth, is the chair for this strategy.

## Oversight and responsibility

### Social Cross-Corporation Working Group

David Farnsworth, Andrew Carter and Damian Nussbaum are supported in the delivery of both strategies by the Social Cross-Corporation Working Group (SCCWG), which meets on a six-weekly basis and also incorporates delivery of [the Responsible Business Strategy](#).

The SCCWG was established to replace the previous separate Implementation Groups for the Social Mobility and Digital Skills Strategies, in response to the COVID-19 epidemic and also with a view to producing a single annual report for our corporate strategies.

The SCCWG is chaired by Chris Oldham 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.
- The Lord Mayor's Appeal
- Culture Mile Learning
- The City of London Police

### Climate Action Chief Officer Group

Damian Nussbaum is supported in the delivery of the Climate Action Strategy by the newly-created Climate Action Chief Officer Group, which will meet on a six-weekly basis.

The group is made up of Chief Officers from those departments which will play a key role in delivery of the strategy.

