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

4.3m have no digital skills

11.9m lack basic digital skills

17.3m in the UK workforce do not have sufficient digital skills for the future*

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.

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:

- 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.

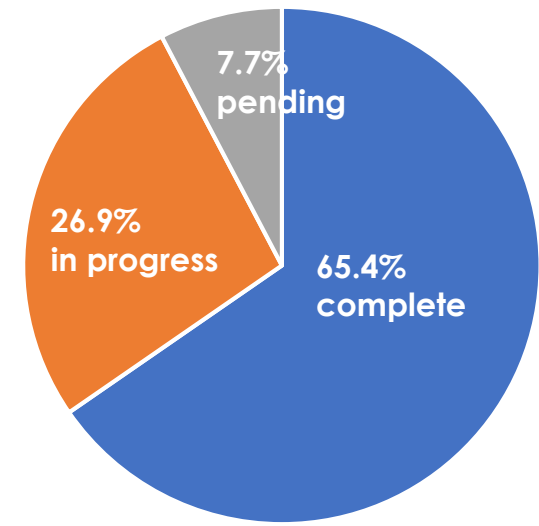Analysis of full action plan
**(Total 88 activities in year one)**

14.8% pending

35.2% In progress

50% complete
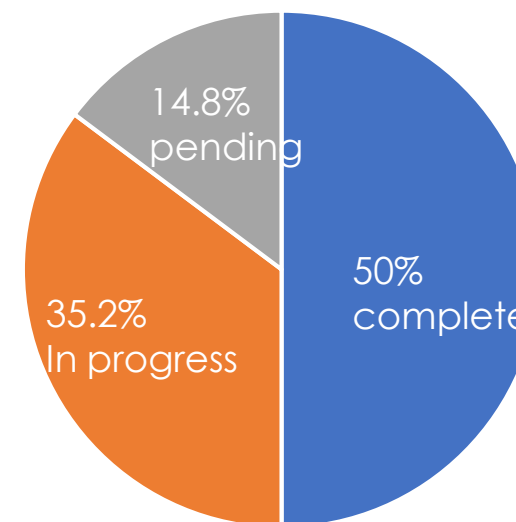
Progress analysis by priority area

Priority one – Digital Competitiveness
Total 39 activities

- 28.2% pending
- 20.5% in progress
- 51.3% complete
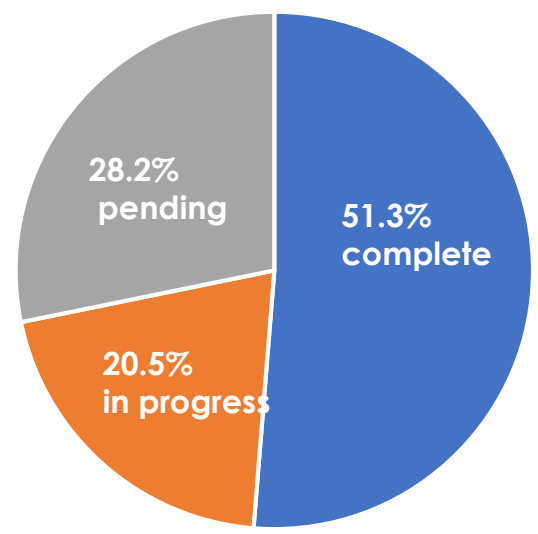
Priority two – Digital Creativity
Total 26 activities

- 7.7% pending
- 26.9% in progress
- 65.4% complete

Priority three – Digital Citizenship
Total 23 activities

- 30.4% complete
- 69.6% in progress
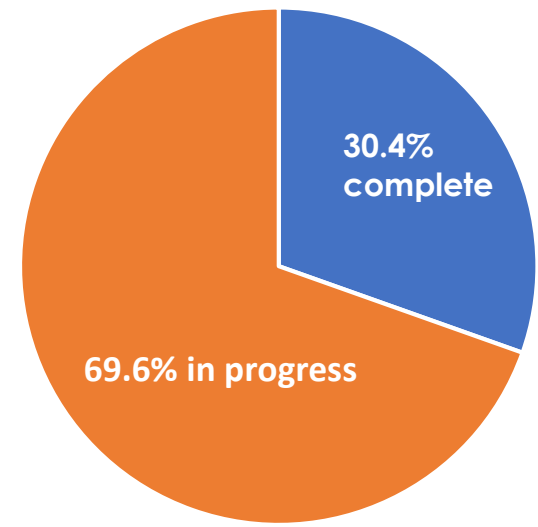
Priority One – Digital Competitiveness

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
10-12 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

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 21st 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 7th 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 22nd-28th 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.

nesta

Culture Mile Learning held the first of three key events as part of the Fusion Challenge Prize with an event on 17th 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 though cultural experiences.

This is the first of a series is 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.

This case study links to our work on Digital Creativity.

Hosted at the Trampery 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 Trampery 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.
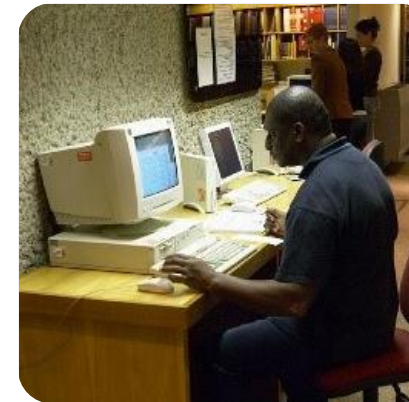
The teams working on Digital Citizenship are:

- 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, Esmee 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 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 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.

Planning for the coming year

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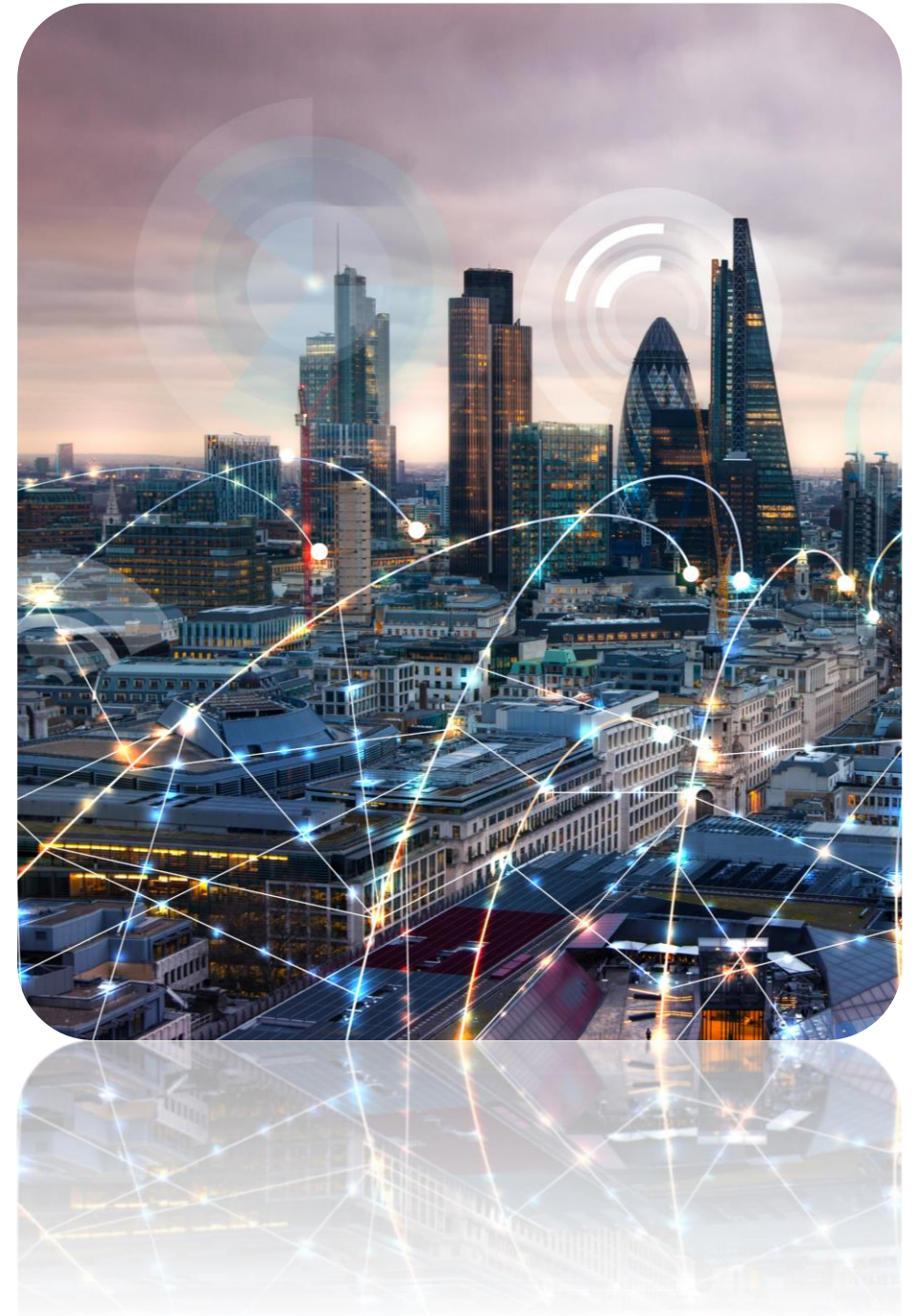
EXECUTIVE SUMMARY: Digital Skills Strategy at the City of London Corporation, 2018 – 23
Shaping tomorrow's City today

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.

Digital Skills Strategy – Performance Framework

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