



ISLINGTON

Annual Report of the Executive Member for Inclusive Economy and Jobs

Councillor Asima Shaikh
Environment & Regeneration Scrutiny Committee

5 November 2018



Outline

1. Headline achievements
2. An 'Inclusive Economy' in the context of Islington
3. Overview of challenges
4. Islington Council's approach to an inclusive economy
5. Inclusive Economy Strategy – emerging objectives
6. Progress and achievements so far, and plans for next 12 months
7. Timeline for strategy development

- Building on the Manifesto, the council's new Corporate Plan envisions:

A place where everyone, no matter what their background, has the same opportunity to reach their potential and enjoy a good quality of life.

- To help achieve this by:

Delivering an inclusive economy, supporting people into work and helping them with the cost of living.



Headline achievements: EMPLOYMENT & SKILLS (17/18)



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- **1,334 Islington residents** supported into paid employment
- Shortlisted for **London Councils award** – Best work with supply chains and /or small businesses to create new apprenticeships
- Islington recorded the **highest proportion of school leavers in 2017 going into apprenticeships and employment** with training of any Central London borough.
- Health and work programme launched and co-located with iWork at 222 Upper Street.
- Summer Reading challenge completed by 1,110 young readers
- Opening of **new ‘Cat & Mouse’ library** with increased study space and a new venue for Adult and Community Learning activity – with over **1 million visits** to Islington libraries in total
- Over **5,500 pupil places filled** on employability days, careers fairs, talks and workshops
- Adult and Community learner won the **National Learning for Work award** at the 2018 Festival of Learning awards: *“I’ve got more confidence, I’m active and focused, and I’m offering a professional service to local families. I love my job of providing good quality care.”* - Tracey Everitt
- Over 2,000 residents enrolled onto ACL courses and **at least 500 learners completed a range of accredited courses with a pass rate of 85%**

Headline achievements: INCLUSIVE ECONOMY (17/18)



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- Delivering the council's **ground-breaking Affordable Workspace Strategy**, securing over 43,000 square feet of space from developers to support local businesses, entrepreneurs, and pathways for residents into work
- Developing a **social value commissioning framework** to secure affordable workspace operators
- Winning over £1 million from the Mayor of London to deliver a **£2 million affordable workspace programme** in Finsbury Park
- Initiating internal work to co-ordinate and grow the **Council's approach to social value** in its role as a local economic agent – as employer, as commissioner, as land owner, as planner
- Issuing an **'Article 4 Direction'**, to prevent offices from being converted to residential uses in the south of the borough, safeguarding jobs and protecting the economy in Islington
- Helping small businesses in Archway access £185,000 from the Mayor of London to improve air quality
- **Providing £25k to trader associations** through small pump primer grants, enabling them to work together and attract more customers through organising marketing events, promotions and community activities
- £5M Business Rates Relief distributed from fund, with practical support for businesses through appeals process
- Created **new Inclusive Economy team**, appointing Head of Service and an Inclusive Markets Development officer

Overview of Islington challenges

- Large numbers of local residents are struggling to access employment – with **21% economically inactive** and 10% claiming out-of-work benefits (*London = 7%*)
- Large numbers of residents are struggling with in-work poverty and insecure employment – **15% of people in low-paid work**; no change since 2008 (*London = 27%*)
- Land values and property costs are increasing – the ‘**gentrification juggernaut**’
- Town centres and street markets are under pressure due to competition from online and out-of-town shopping

Overview of Islington challenges

- Micro and small businesses struggle with rising rents and business rates - **40% rise in retail business rates** – 2nd highest of all London boroughs
- Islington has the **second highest rate of child poverty** in the UK – with 30.1% of children living in low income families – 11,235 children
- Poor health and wellbeing are strongly linked to living in an unequal community – Islington has **8% of its working age population** who are not at work due to sickness and ill health in London – 12,600 – the highest percentage in London

An inclusive economy – what do we mean?

Focussed on equality, social justice, sustainability and prosperity for all, **an inclusive economy is one where:**

- Fundamentally, **inequality is declining rather than increasing**
- People are able to participate fully in the community and economic activity, with **a greater voice** and say over their future
- There are more **good employment opportunities**, secure and well-paid jobs, especially for poor and excluded communities
- Individuals, households, communities and businesses are **secure enough to invest in their future**, with a cost of living that is manageable, with access to good quality housing that is affordable and warm

(Cont...)

An inclusive economy – what do we mean? *(cont.)*

- Anchor institutions, including the council, use their **power and influence** in the economy, so that it works better for local people and benefits the community as a whole
- **Wealth is broadly owned and locally rooted**, involving a broad range of organisations, communities and individuals – smaller businesses; worker co-operatives; social enterprises
- Money generated in the local economy stays in the local economy

(Cont...)



An inclusive economy – what do we mean? (cont.)

- **Growth does not take place at the expense of the environment** - recognising that poorer people suffer most from environmental degradation
- **Well-being and wealth are sustained over generations** - communities, families and individuals are increasingly resilient to economic shocks and stresses

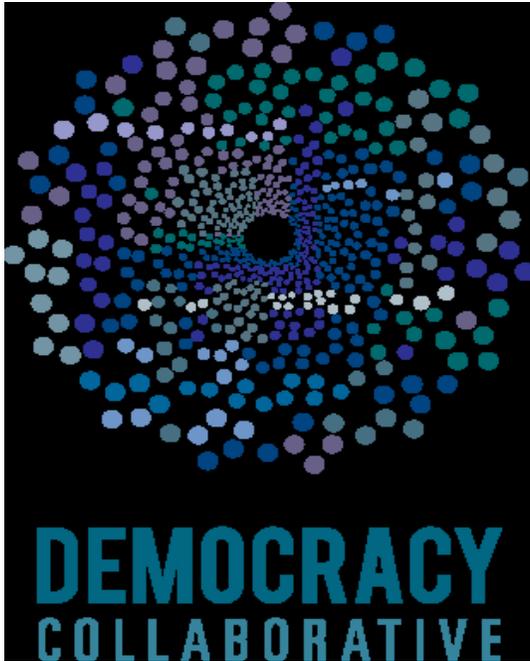
Work in progress – will be further developed from the results of our strategy engagement

An inclusive economy – what is it not?

It is not:

- **conventional economic growth**, the so called ‘trickle-down’ approach. This is often focussed on foreign direct investment and physical regeneration, which does not prioritise local wealth or jobs, and increases land values
- **conventional inclusive economic growth** which prioritises growth, only subsequently intervening to re-allocate benefits from increased wealth more evenly across social groups.

Real world examples



Emerging objectives for the Inclusive Economy and Employment Strategy

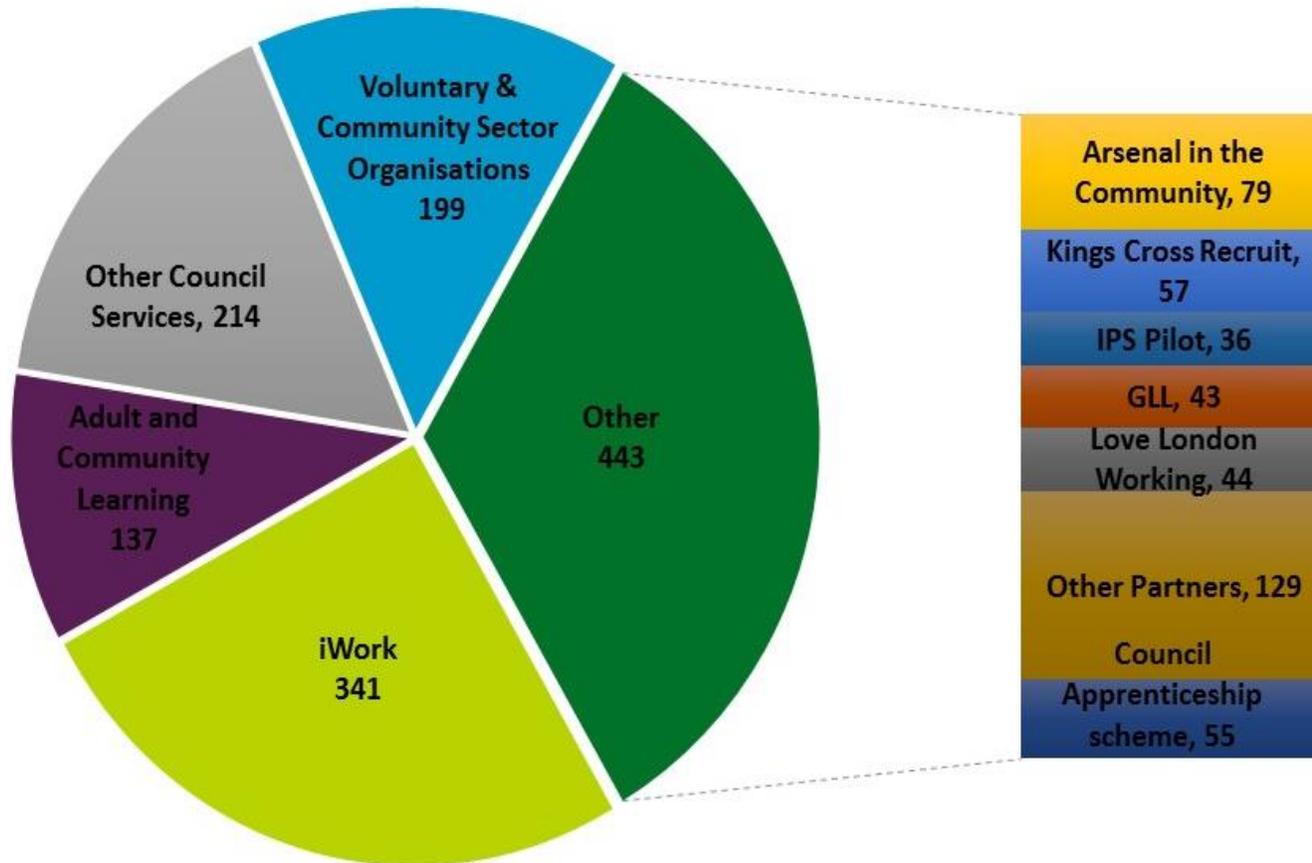
Currently in development, and likely to change over course of public engagement:

1. Support 4,000 residents into employment
2. Support residents to acquire skills in order to take full advantage of employment and entrepreneurship opportunities and increase the number of 'mid-skills' jobs in the borough
3. Maximise opportunities for the growth of micro and small businesses, e.g. by providing affordable workspaces
4. Ensure that the borough's town centres, high streets, and street markets continue to be successful places for local businesses to trade and thrive
5. Seek to ensure that wealth generated locally is spent locally and re-invested back into the local economy
6. Support and strengthen inclusive economic activity in the borough's business 'clusters' as key areas of opportunity for local residents and micro/small businesses

1. Support 4,000 residents into employment

1a. Support 4,000 residents into employment

Last 12 months: Partnership working and paid job outcomes



1,334 residents supported into work

(April 2017 to March 2018)

1a. Employment targets & outcomes 2017-18

Measure	Target 17-18	Actual 17-18	
Support Islington residents facing additional barriers into employment	1250	1334	Council delivery has focused on the long term unemployed, those with multiple barriers, and young people. We have established a “Team Islington” approach to co-ordinating services with external employment support organisations.
Of which: <ul style="list-style-type: none"> <li data-bbox="78 772 563 808">Parents (children aged 0-15) 	385	388	The number of parents supported into employment is a significant improvement on the previous year. This is due to improved processes for capturing data on outcomes for parents, and the embodiment of the “Team Islington” approach. The Parent House, Islington Somali Community, The Pillion Trust and Love London Working were key contributors to this target
<ul style="list-style-type: none"> <li data-bbox="78 1015 631 1093">Residents with Disabilities or with long term health conditions 	200	272	We exceeded the target for the number of residents with disabilities supported into work by Council services and partners. We had several key programmes in the borough testing approaches to working with disabled clients, including the NHS funded IPS trial, the Central London Forward funded Working Capital and Central London Works trials, and the Shaw Trust funded Get Back on Track pilot, as well as the council funded Mental Health Working, Community Access Project (CAP) and iWork services.

1a. Support 4,000 residents into employment

Last 12 months (*cont.*):

Employer Engagement and Sector focused work

- **Health and Social Care:** We have deepened our partnership with local sector leaders, in Hospitals, the CCG, Primary Care and Social Care sectors and launched an annual health and social care employment week in June 2018
- **Construction:** We have worked with partners in Central London to launch a new Construction Careers programme, which will support more local residents into good quality apprenticeships and jobs in the sector
- **Creative and Tech:** We have worked with new local organisations SoapBox and Outlandish to develop training and engagement programmes for young people in tech and digital

1a. Support 4,000 residents into employment

Next 12 months:

- Develop a borough wide **Pathways to Employment partnership**, with the council's iWork service offering a central point of contact to enable local employment services to confidently refer between one another.
- Co-ordinate the council's own offer to residents through an internal **Employment Board**
- **Strengthen our data collection**, analysis and reporting so that Islington has a shared evidence base that our borough wide partnership can rely upon to ensure resources are targeted to those residents who need them most.

1a. Support 4,000 residents into employment

Next 12 months (*cont.*):

- Develop the offer at 222 Upper Street into an **employment support hub**, with the council hosting staff from partner organisations and promoting good practice within a quality framework
- Build on our **partnership working with services such as Community Development and Housing** to engage residents via the borough's employment clusters and, in due course as part of proposed locality working arrangements.
- Identify any gaps in the **local employment support offer** and develop support to address these including:
 - Support for vulnerable young adults aged 18-15
 - An adult progress service for residents working but still in poverty
 - A co-ordinated approach to outreach and engagement

1a. Enable 4,000 residents into employment

Next 12 months(*cont.*): Employer Engagement and Sectoral Work

- **Health and Social Care:** Build further on our existing strong local workforce development partnership with Health and Social Care employers and training providers
- **Construction:** Work with Camden Council to grow the local training offer and ensure skills relevant for major upcoming developments, such as HS2, and our own home build programme are on offer to Islington residents
- **Creative sector:** Continue to work with local employers to develop pathways into jobs and promote the sector to young people, schools and parents
- **Tech/Digital:** Work with key local providers such as Dragons Hall and Soapbox to consider pre-apprenticeship pathways and initiatives to grow a pipeline. Significantly improve links between all our schools and the sector.

2. Support residents to acquire the skills they need to take full advantage of employment and entrepreneurial opportunities

2a. Support residents to acquire the skills they need to take full advantage of employment and entrepreneurial opportunities

Last 12 months: Adult and Community Learning

- Over 2000 residents enrolled onto ACL courses and at least 500 learners completed a range of accredited courses with a pass rate of 85%
- Successful move from Three Corners to Finsbury Library. This has provided ACL with more visibility in a community location to attract new learners. The new venue is located in the same building as the Local History Centre, Islington Museum and local housing office. Courses can be delivered at evenings and weekends and extra study space is available.
- Currently undertaking a destination survey on 2017-2018 learners to identify who progressed into employment, training or education.
- A successful matrix accreditation

2a. Support residents to acquire the skills they need to take full advantage of employment and entrepreneurial opportunities

Last 12 months (*cont.*):

Apprenticeships

- Shortlisted for London Councils award – Best work with supply chains and /or small businesses to create new apprenticeships
- Islington recorded the highest proportion of school leavers in 2017 going into apprenticeships and employment with training of any Central London borough.
- A comprehensive programme of apprenticeship promotion, delivered across all secondary schools. A particular focus on National Apprenticeship week during which the team organised or supported 20 different events, spoke to over 500 young people, 50 head-teachers, involved 30 different employers, and held a parents session.

2a. Support residents to acquire the skills they need to take full advantage of employment and entrepreneurial opportunities

Last 12 months (*cont.*):

- **ASPIRE events** – Three events held and additional masterclasses involving 16-24 year olds, employers and providers. One event was tailored specifically for care leavers and 10 have moved into education, employment or training as a result of this intervention
- **Work in Schools** – A wide ranging programme of careers and work related activities across secondary schools, with over 5,500 pupil places filled on employability days, careers fairs, talks and workshops
- **Post 16 Progression Team** – Achievements include 97.3% of students leaving Islington schools remained in learning following key stage 4 (16yr olds), and only 1.1.% were NEET
- Post 16 progression team moved to the iWork service to ensure careers advice and work with year 11s is fully aligned with the employer engagement and apprenticeships programmes delivered locally

2a. Support residents to acquire the skills they need to take full advantage of employment and entrepreneurial opportunities

Last 12 months (*cont.*):

Libraries and Heritage

- Over 1 million visits to Islington libraries
- Over 122,000 free computer sessions used by residents
- Reading road map extended to all year groups in primary schools and years 7 & 8 in secondary school
- Summer Reading challenge completed by 1,110 young readers (+4%)
- Reading Ahead challenge completed by 130 readers

2a. Support residents to acquire the skills they need to take full advantage of employment and entrepreneurial opportunities

Next 12 months

- In the context of **skills devolution**, co-devise a local skills strategy that is owned and delivered with key providers and employers
- Work with FE and HE partners to map a local skills system for residents
- Adult and Community Learning to offer both accredited and non-accredited courses to help residents gain a range of skills and knowledge to help them move further towards employment
- Make lifelong learning more accessible including through 'night schools'
- Develop a co-ordinated approach to respond to the needs of employers in Islington who are facing challenges of increasing skills gaps in the workforce.

2a. Support residents to acquire the skills they need to take full advantage of employment and entrepreneurial opportunities

Next 12 months (*cont.*):

- Work with employers and schools to ensure that every Islington child has had 100 hours experience of the world of work by the age of 16
- Develop associated skills pipeline programmes and engagement with the education sector for affordable workspace programme
- Stronger links made between town centre businesses and educational institutions to provide work experience
- Promote high quality apprenticeships and further develop adjusted offers to apprentices with SEND or caring responsibilities
- Work with schools to identify those at risk of becoming NEET in years 7-10
- Work with SEND team to develop stronger progression routes through supported internships and work placements.

3. Maximise opportunities for the growth of micro and small businesses, e.g. by providing affordable workspaces

3a. Support and advice to micro and small businesses

Last 12 months:

- £5M fund for Business Rates Relief distributed (from an £8m 4-year fund) and practical support for businesses through appeal process
- 'Economic Development Calendar of Events' including workshops for small businesses on how to go green and save money on utility bills, and procurement 'meet the buyer' events for SMEs
- Using the Business Portal to make it easier for businesses to access support and bid for council contracts
- Small businesses helped in Archway to secure £185,000 from the Mayor to improve air quality in the town centre
- Took advantage of national events to promote micro/small businesses e.g. Federation of Small Businesses

3a. Support and advice to micro and small businesses

Last 12 months (*Cont.*):

- Adopted the council's Affordable Workspace Strategy in September 2018
- Secured 4,000 sq metres of space under S106 agreements with developers
- Designed a commissioning framework based on Social Value
- Secured £1m from the GLA to deliver a £2 million affordable workspace programme in Finsbury Park
- Article 4 Direction to remove permitted development rights which allow offices to change to residential uses in the Central Activities Zone (CAZ)
- Raising quality standards of affordable workspace with a new code which is being used in negotiation with developers

3b. Protect and increase the supply of employment space, especially for micro and small businesses

Next 12 months:

- The review of the Local Plan will strengthen planning policies to protect employment spaces and deliver affordable workspace
- A micro and small business survey will investigate the issues they face and inform council interventions to support micro and small businesses
- Continue Business Rates campaign
- Fonthill Road programme including visual merchandising and pop-up market
- Demonstration events at Chapel Market, for example Feasty Fridays
- Continue to secure affordable workspaces through s106 agreements and optimising the use of council buildings, and commission workspaces delivered through S106 agreements e.g. White Collar Factory
- Work with the Mayor of London and Fire Brigade to bring Clerkenwell Fire Station back into use
- Develop a programme of business support for SMEs in Islington, based on an inclusive economy approach

4. Ensure that the borough's town centres, high streets and street markets continue to be successful places for local businesses to trade and thrive

4a. Ensure that the borough's town centres, high streets and street markets continue to thrive

Last 12 months:

- Created co-ordinated Town Centre action plans, streamlining engagement with Council services
- Helped businesses to address crime, safety and cleansing issues e.g. bespoke police training for staff enabling them to deal with shoplifting and aggressive confrontation issues
- In Archway, brought together partners to create new public space in the pedestrianisation of one arm of the gyratory
- Produced promotional information about Islington markets and establishing a social media presence, and ran Market Trader of the Year competition,
- Branded Fonthill Road with appropriate signage as a key shopping destination for fashion and using the Town Centre Management Group to effect better communication between small businesses and the City North Development
- Ran a series of public events, e.g. in Camden Passage, the Angel and live music events in Archway
- Started with a series of 'pop-up' events to animate underused space in street markets, e.g. running an 'international market' pop up at Chapel St Market
- Identified and promoted busking sites e.g. in Nag's Head town centre and Chapel Market

4a. Ensure that the borough's town centres, high streets and street markets continue to thrive

Last 12 months (*cont.*):

- Supported the re-location of Archway Market and delivered a two year programme of events underpinned by a vigorous programme of community engagement, with entertainment sourced from acts in the area
- Promoted Small Business Saturday and organised related events, such as Christmas lights and switch on events to increase festive footfall
- Pump primer grants (£25k) provided to facilitate business partner liaison, events participation and project management in our town centres
- In Archway, re-launched the shop-local loyalty card and improved signage to direct people to the businesses/shops they want to access
- In Finsbury Park, helping new businesses source refuse contracts, understand and challenge business rates and access council services
- Introduced the Nag's Head market to visual merchandising experts and architects which has led to substantial physical improvements and shaped the expansion of the market as it creates new business opportunities
- A range of environmental improvements have been rolled out across all town centres including managing and implementing the Cleaner, Greener, Safer Campaign to tidy up Town Centres
- Working with Ticketmaster and Expedia in the Angel so that they are now able to link with City and Islington College to encourage local employment

4a. Ensure that the borough's town centres, high streets and street markets continue to thrive

Next 12 months:

- Lead a campaign against business rates increases, and continue to give advice to traders on reducing rates bills
- Inclusive places – making sure our town centres and markets are accessible (both easy to get to and easy to get around, especially for the mobility impaired), for example by conducting pavement inspections of town centres
- Welcoming new businesses to our high streets, with advice on refuse contracts, tackling crime and accessing services, and working with Angel.London
- Improve public realm, such as working with TfL to complete the removal of the Highbury Corner gyratory, and create more attractive public space
- More designing-out-crime initiatives to be taken, for example in Nag's Head
- Through our Town Centre Management Groups, continuing to liaise with businesses to better target actions against crime and anti-social behaviour including moped mobile phone theft, aggressive begging, fly tipping and littering

4a. Ensure that the borough's town centres, high streets and street markets continue to thrive

Next 12 months (*cont.*):

- Work with traders and partners, to deliver infrastructural improvements of existing street markets, including traffic management changes at Chapel Market
- Running more street market demonstration projects to test out ways of increasing market sales
- Using campaign and E-commerce platforms to promote street markets and promote retailers and traders in different town centres, high streets and markets
- Using signage to strengthen individual place identities, for example introducing new street furniture to brand Fonthill Road as a distinctive fashion district
- Maintaining the multi-purpose offer of town centres, for example by protecting recreational space against development, including through the Review of the Local Plan
- Increasing support for alternative business models, for example worker co-operatives, as a means to spread wealth more widely in Islington

5. Seek to ensure that wealth generated locally is spent locally and re-invested back into the local economy

5a. Seek to ensure that wealth generated locally is spent locally and re-invested back into the local economy



Last 12 months:

- New commissioning framework for the appointment of affordable workspace operators adopted by the Executive in April 2018
- Leading by example at the town centre level, setting up a local apprenticeship scheme for young people in the waste management sector

Next 12 months:

- Develop a new corporate Social Value strategic framework, to allow reporting on SV outputs across the Council
- Work with anchor institutions on a co-ordinated approach to Social Value at a local level
- Embed a new contract management approach to ensure affordable workspace brings long term social value benefit for the community

6. Support and strengthen inclusive economic activity in the borough's business clusters as key opportunity areas for residents and micro/small businesses

6a. Support and strengthen inclusive economic activity in the borough's business clusters

Last 12 months:

- Collaboration with Capital Enterprise to understand the tech sector in Old Street and with Nordicity to research the creative industry sector in Clerkenwell
- Affordable Workspace secured close to existing clusters, including 7 sites in the Old Street District
- Developing relationships and promoting small businesses in clusters at Brewery Road, Finsbury Park, Clerkenwell and the Knowledge Quarter
- Face to face advice and support to cluster businesses on expansion, sustainability and attracting investment
- Initiating work on responsible business practice and inclusion, with Heart Of The City and City Of London Corporation, to help strengthen links to the tech sector

Next 12 months:

- Responsible business events aimed at developing business networks focussed on 'doing good locally'
- Strengthen support for business clusters, including work to strengthen links with the Tech cluster in Old Street and the Clerkenwell Design Cluster
- Affordable Workspace Strategy will support existing local business clusters and support the growth of emerging sectors
- Working with the Corporation of the City of London to develop a programme of partnership activities which deliver tangible benefits for local people

Other emerging objectives and initiatives for the Inclusive Economy Strategy

Other emerging objectives and initiatives for the Inclusive Economy Strategy

Provide practical support to residents to help with the cost of living and reduce the number of local residents living in in-work poverty

Next 12 months:

- Develop an Islington approach to local wealth-building, to ensure that wealth is broadly owned and locally rooted
- Promote access to responsible finance options for residents and businesses e.g. credit unions
- Support the London Living Rent in the new Local Plan, to make Islington more affordable to workers on middle incomes
- Continue to promote the London Living Wage with employers in Islington, as part of a Responsible Business Package
- Develop a programme to target sectors with potential for growth in middle skill occupations and identify practical support to cultivate more jobs
- Promote self-employment to local residents and support skills/capacity building, including for young people

Timeline for the Inclusive Economy Strategy

When	Activity
May – September 2018	<ul style="list-style-type: none">• Evidence collation, analysis and drafting
October 2018 – early 2019	<ul style="list-style-type: none">• Consultation – partners and public• Micro/small business survey
Spring 2019	<ul style="list-style-type: none">• Analysis of consultation responses• Presentation of business survey• Final drafting and presentation to the Executive
Early Summer 2019	<ul style="list-style-type: none">• Inclusive Economy Strategy launched• Action plan into implementation
January 2020	<ul style="list-style-type: none">• 6-month implementation review

Comments, suggestions and questions