



ISLINGTON

Annual Report of the Executive Member for Inclusive Economy and Jobs

Councillor Asima Shaikh
Environment & Regeneration Scrutiny Committee

7 October 2019



Outline

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



Islington's inclusive economy commitments

- Building on the Manifesto, the council's Corporate Plan 2018 -22 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:

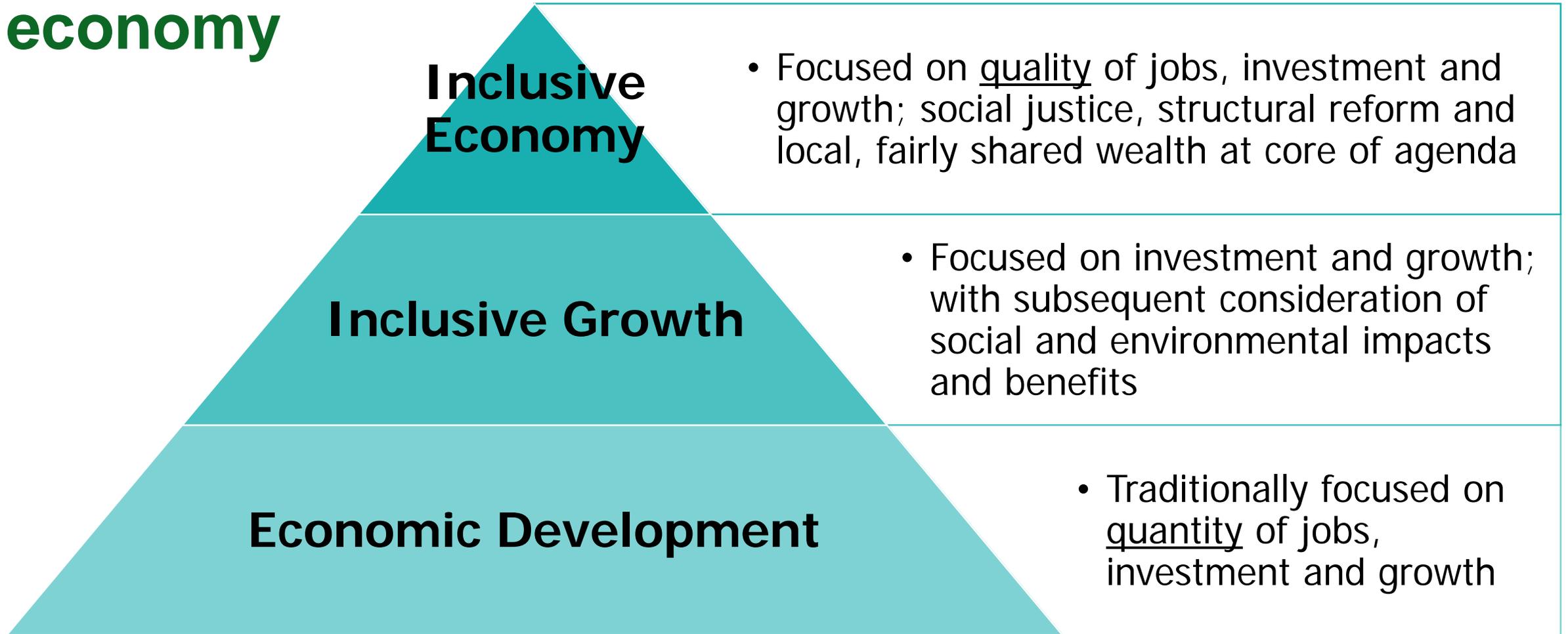
Delivering an inclusive economy, supporting people into work and helping them with the cost of living.



Inclusive Economy Strategy – emerging narrative

- Rooted in 2011 Islington's Fairness Commission
- Initiated an Inclusive Economy programme, based on a **community wealth building approach**, to build an inclusive economy – one where:
 - Inequality is declining rather than increasing – with a focus on **equality, social justice and prosperity** for all;
 - There are more **good jobs for local people** – secure, well-paid and with opportunity – especially for poor and excluded communities;
 - **Wealth is broadly owned and locally rooted**, involving a broader range of organisations, communities and individuals – and money generated in the local economy stays in the local economy;
 - Investment in people and infrastructure builds more **resilient and sustainable communities** with as the threat of climate change looms.

Islington: Towards an inclusive economy





Emerging goals for an inclusive economy ISLINGTON

Through a new Inclusive Economy Strategy, we will **reduce inequality and poverty** by:

For people:

1. Increasing the number of residents being actively supported into work and entrepreneurship
2. Supporting residents as they progress in their work and expanding the number of middle-skilled job roles.

For businesses and organisations

1. Tackling the concentration of wealth by growing the number of more widely owned businesses (co-operatives, mutuals, etc.)
 2. Enabling local businesses to be responsible and have positive impact, in Islington and beyond
 3. Promoting advice, development support and inclusive finance to enable social enterprises and cooperatives to grow and thrive.
- 



Emerging goals for an inclusive economy

(cont...)

For places:

1. Creating a network of affordable workspaces for micro and small business
2. Safeguarding the viability and developing the vibrancy of town centres and street markets
3. Building the vitality of Islington business clusters and expanding their local impact and opportunities for residents
4. Addressing climate change and environmental justice

For the local communities:

1. Increasing the amount of money that stays in the local economy, by using the Council's power as an economic agent and working with partner anchor institutions
2. Intervening to tackle the most severe consequences of gentrification and building community assets
3. Growing participation in the local economy to deal with change, such as Brexit and increased automation.

Headline achievements over last year – INCLUSIVE ECONOMY

- **Commissioned affordable workspaces providers** in Finsbury Park:
 - An operator to help over 300 local residents develop skills, get jobs and start businesses in garment design and production over five years
 - Outlandish to help approximately 300 local residents develop skills, get jobs and start businesses in tech.
- A new council-wide approach being developed to get **more ‘social value’** from our contracts with third party suppliers, including more opportunities to local small businesses
- First borough-wide **micro and small business survey** with over 500 respondents
- Launched the first-ever **fashion look-book for Fonthill Road** and established a network of sewing and garment making groups
- Implemented Traffic Management at **Chapel Market** to make it a safer, more accessible shopping venue, and hosted international policymakers to showcase inclusive approach
- Winning £350,000 from the Mayor of London to deliver a £700,000 programme to re-purpose council buildings to support young people into work in Caledonian Road

Headline achievements over last year – EMPLOYMENT AND SKILLS

- 1,352 Islington residents supported into paid employment (highest ever figure)
- Islington Working partnership – newly formed strategic employment support partnership. 10 services collocated with iWork in an ‘Employment Hub’ at 222 Upper Street, offering a single front door
- 100 hours World of Work – scaling up of business engagement with schools to prepare young people for future careers, over 6,500 pupil experiences delivered across primary and secondary
- March 2019 ‘Employment Month’ celebrated five years since the Employment Commission
- Adult and Community learner won the National Learning for Work award at the 2018 Festival of Learning awards

Celebrating our recent success



London Councils Apprenticeship Awards 2019

Apprentice of the Year (Supply Chain)

Usama Mohamed, Apprentice Site Manager – Osborne Group
Currently working on regeneration of the Andover Estate

Finsbury Park resident, supported by iWork and Jubba Youth & Community Association

Objectives – detailed actions delivered over last 12 months

1. Support residents into employment

Employment targets & outcomes 2018-19:

Measure	Target 18-19	Actual 18-19	
Support Islington residents facing additional barriers into employment	1,000	1,352	<ul style="list-style-type: none"> We lead a 'Team Islington' approach to coordinating employment support that benefits long term unemployed and those most in need.
Of which:			
<ul style="list-style-type: none"> Parents (children aged 0-18) 	425	433	<ul style="list-style-type: none"> Close working with Bright Start service and VCS groups including Parent House
<ul style="list-style-type: none"> Residents with disabilities or long term health conditions 	220	283	<ul style="list-style-type: none"> Key partners include Mental Health Working, Community Access Project, and the 'Work and Health' programme with Ingeus collocated in 222
<ul style="list-style-type: none"> Young people aged 18-25 	360	391	<ul style="list-style-type: none"> Strong relationships with youth providers through the 'Aspire' network, and improved reach with disengaged young people through Targeted Youth Service and key community partners including Jubba Youth
<ul style="list-style-type: none"> BAME 	200	597	<ul style="list-style-type: none"> Council led forums including Employment Clusters and Employability Practitioners Network offer greater links with community groups

Employer Engagement and Sector focused achievements

- New **Health and Social Care Academy** brings together local employers and anchor institutions to promote good work and local recruitment, raise the profile of the sector, and widen participation.
- Building on high numbers of **construction apprenticeships** over the year, Islington led on work with Central London partners to develop innovative **Apprenticeship Passport** scheme to be launched in 2019/20 – major innovation in the sector.
- **Tech and Digital**: developing better links with tech organisations and community providers to build a pipeline for Affordable Workspaces.
- **Employment month** in March 2019 celebrated progress made since Employment Commission, with event at Emirates Stadium, health and social care jobs fair, jobs and apprenticeship road shows.

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

Adult and Community Learning

- 1497 residents enrolled and successfully completed a range of accredited courses with an overall achievement rate of 92%
- ACL courses continue to lead to employment in a range of vocations, including health and social care, administration and hospitality, with four currently employed at the Council
- An Adult and Community learner was nominated for the Learning and Work Institute Award for Learner of the Year, the second year in a row an ACL learner has been recognised at an external award ceremony
- Over 1 million visits to Islington libraries, with over 122,000 free computer sessions accessed by residents
- Winter Reading challenge completed by 482 children and summer Reading challenge completed by 900 children
- Reading Ahead challenge completed by 53 readers - support for people who struggle to read - in partnership with ACL, CIC and Centre for Refugees

Apprenticeships and Young People

- **167** residents into apprenticeships with external employers (highest figure recorded).
 - Shortlisted for London Councils award – Supply chain apprentice of the year.
 - A comprehensive programme of apprenticeship promotion, delivered across all secondary schools as well as youth partners. **National Apprenticeship Week** saw workshops delivered across community settings, including a parents' session at Muslim Welfare House.
 - Closer working with **Youth Offending Service** including new employment coach collocated and 'Employment Pathways' programme for YOS young people.
 - **100 hours World of Work** – 6,550 school pupils benefited, 30 employers committed to the initiative.
- 

3. Maximise opportunities for the growth of micro and small businesses, including the provision of affordable workspace

Support and advice to micro and small businesses



- A Micro and Small Business survey has investigated challenges and identified opportunities to enable businesses to thrive in Islington
 - Over 500 responses from all sectors and all areas of borough
 - Analysis ongoing and will underpin focussed inclusive business support programme
- Provided advice and promoted opportunities for new businesses, including a series of workshops on understanding business rates and preparing for Brexit
- Led a campaign against central government's business rates hike. Campaign resulted in an increased threshold for Small Business Rates Relief, the promise of a digital service tax to tackle unfair competition from online retailers, and an HM Treasury inquiry into the impact of business rates
- New Local Plan has strengthened planning policies to protect employment spaces and deliver more affordable workspace to benefit local businesses and people looking for work

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

- Commissioned two operators for affordable workspaces which will incubate new garment and socially purposed technology businesses to strengthen these economic clusters in Finsbury Park
- Pioneered use of a tool to measure the amount of social value operators will provide in return for managing workspace for a peppercorn rent
- Designed and implemented a new procurement strategy in April 2019 to commission affordable workspace providers for sites that are ready for occupation, including the White Collar Factory in Old St, 127 Farringdon Road and 250 City Road
- Developed new standards for improving the quality of affordable workspaces secured through the planning process (see Affordable Workspace Policy B4 in the Local Plan)

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

The picture shows new affordable workspace at 113-115 Fonthill Road; secured by the council through the London Mayor's Good Growth Fund, and kitted out for a social innovation mission to create and market 'Tech for Good': - a new economic cluster with the promise of 'good work' for Islington residents



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

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

- 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 walkabouts in town centres and developing street improvement action plans, e.g. for Caledonian Road
- Improving the public realm, such as working with TfL to complete the removal of the Highbury Corner gyratory, re-designing Old St roundabout and creating attractive public spaces like Navigator Square in Archway
- Welcoming new businesses and providing them with business rates, Brexit, advice on refuse contracts, ways to support the police in tackling crime, and accessing public services faster through the Cleaner Greener Contact List
- Working through Town Centre Management Groups to liaise with businesses and the police; organising walkabouts to identify and target actions against crime and ASB including moped mobile phone theft, aggressive begging, fly tipping and littering

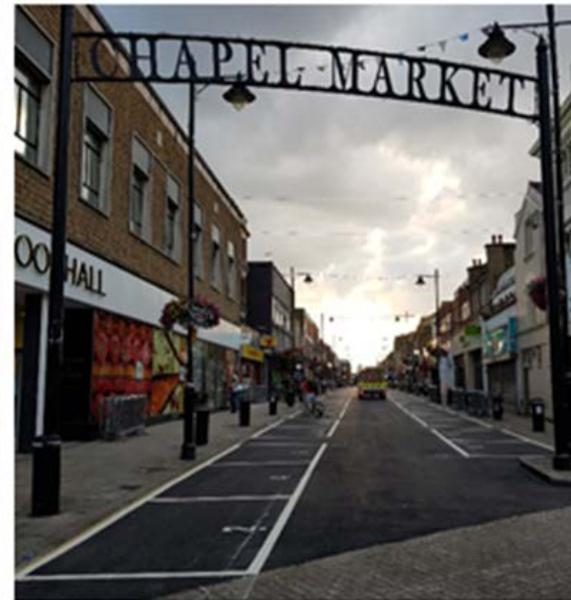
Supporting Our Street Markets – Marketing, Events, Networks

- **Islington in Bloom** Flower Planting Event – residents and visitors learnt about urban gardening with over 500 participants
- A **Christmas Warmer Event at Chapel Market** to coincide with Angel.London's Angel Day
- A **Market Trader of the Year** Competition celebrating a trader who has given 50 years of service to Chapel Market
- Ensuring new street food traders provide opportunities for local people to learn new skills
- Hosted **international conference workshop** with street market policymakers, practitioners and activists to share best practice and develop new ideas to showcase Chapel Market and its inclusive markets programme



“Before and After at Chapel” – New Infrastructure and a New Approach for Inclusive Street Markets

- Chapel Market has been re-designed in accordance with Transport for London’s **Healthy Streets standards**
- The street is now more pedestrian friendly with a new pitch layout, street re-surfacing with more space and better access for shoppers
- A new marketing and recruitment campaign is underway using social media channels to attract new street traders, targeting people from disadvantaged backgrounds
- Embarking upon a **new branding and marketing campaign** to elevate Chapel Market’s profile



Fonthill Road Fashion Village – an inclusive garment making cluster in the heart of Finsbury Park

- Working in collaboration with traders to develop a high quality marketing campaign for Fonthill Road Fashion Village – the Look Book (see opposite)
- A network of sewing and garment making groups established in Finsbury Park Town Centre
- Assisting 25 small business owners in marketing and business technology strategies
- A new local forum to support businesses on community safety issues with direct communication channels to relevant LBI staff
- A campaign to re-establish Fonthill Road as a creative garment making district kicked off with a festive pop up market in Fonthill Road



Mental Health Music Charity "Key Changes" Entertain with Local Dancers from the Andover Estate for the Fonthill Road Festive Pop Up Market



FONTHILL ROAD
FESTIVE MARKET
 FASHION'S BEST KEPT SECRET

[f](#) @FonthillRoadLondon
 [t](#) @FinsburyParkLdr
 [i](#) @thecollective_market

FONTHILL ROAD
FESTIVE MARKET
 FASHION'S BEST KEPT SECRET

Saturday 1st December
11am-6pm

Street Food **Fashion** **Live Music/DJ**
 Finsbury Park Festive Lights Switch On 5pm

▶ **FREE WORKSHOPS 12-4pm** Drop in workshops - limited spaces, arrive early to book a time-slot
 Origami Tree Decoration Screen Printed Tote Bag Festive Botanical Decoration

▶▶▶ **LIVE PERFORMANCES**

11.00am Famous Eno	4.30pm Community Choir & Guest Speaker
3.00pm Key Changes	5.00pm Finsbury Park Festive Lights Switch On
4.00pm The Finsbury Park Singers	5.15pm Kekeli African Dance Ensemble

Free Tea & Coffee available

[f](#) @FonthillRoadLondon
 [t](#) @FinsburyParkLdr
 [i](#) @thecollective_market
 www.finsburyparklondon.co.uk
 www.islingtonlife.london/

CITY NORTH ISLINGTON

Community Events that Promote Local Business – The Archway Summer Fair

- Secured £2,000 sponsorship from Peabody Estates for the Archway Summer Fair to promote local businesses and enable local residents to have a go at market trading for the day
- Over 1,000 people attended the fair, with people coming from across London – free arts and crafts activities throughout the day
- A community engagement event for local councillors to hear community views on Archway’s future
- Comments from local people attending the event...
 - “It brings in lots of people and provides an opportunity for them to enjoy themselves and find out what is happening locally.” *M Murat, local resident*
 - “Encourages a sense of togetherness through music. Puts Archway on the map. Gives locals an event to talk about.” *Steve Quinn, local trader*



Other Archway Town Centre Events

- **More than £27,000** of additional funding from private sources for the Archway events programme, with additional support in kind from local organisations
- A Vinyl Market, which promoted female managed record label, Rocket Girl, and Little Record Stall, Youth Stalls/teenage trader stalls with the Copenhagen Youth Project, kick started a new business. **Provided CANDI students with real world experience** through designing marketing materials and publicity plans for the event, and facilitated a resident to try trading again after ceasing trading
- Equipment now secured as part of an events legacy, for the community to be able to hold their own events - directly enabled four community events to happen so far
- Created a residents' training programme on events production and market trading. This will include the development of a tool kit for the community to be able to host their own events, and free market pitch
- Created an online promotional page for local organisations and the '#ItsHappeningInArchway' tag

Inclusive Economy Partnerships in Action – The Archway Town Centre Group (ATCG)

- Archway Town Centre Groups agreed **‘inclusive’ tiered membership fee** with small and independent businesses paying less than larger businesses
- 5 new businesses joining the ATCG in the last year
- Installing greening initiatives in Archway, including **three parklets installed in the Archway Town Centre**, which have encouraged visits to shops nearby
- The Archway Card now includes a 10% discount offer from participating businesses, encouraging ‘Shop Local’ and offering greater savings to local residents
- A new **‘slow shopping’ initiative** which encourages retailers to give time for people with Alzheimer’s and other mentally debilitating diseases to shop in a more relaxed environment



Here are just some of the achievements of the Archway Town Centre Group (ATCG) over the last 10 years.

10 YEARS

Archway Town Centre Group

- Created The Archway London website & loyalty card to promote local businesses
- Helped with funds towards Christmas lighting in Archway
- Held annual events to put Archway on the map
- Obtained an electric pool car and cargo bike for ATCG Members
- Worked with Islington Council on £250k improvements to shop fronts & visual merchandising
- Teamed with Islington Council to secure £227k for air quality & greening initiatives
- Collaborated with Islington Chamber of Commerce to not extend parking times
- Successfully reduced parking fees & improved signage by working with Islington Council
- Partnered with Islington Council to lobby for national reductions in business rates
- Established regular walkabouts with the police
- Created a WhatsApp group crime awareness group for businesses
- Held regular meetings to keep businesses abreast of latest local developments, planning applications, council and TFL initiatives

None of this would have been possible without local businesses getting together to meet as the Archway Town Centre Group. By joining the ATCG, you'll help boost the voice of business in Archway and continue our work in protecting Archway, it's businesses and environment.

For more information and to sign up, email info@archwaylondon.com

Additional info:

Website: www.archwaylondon.com
Email: info@archwaylondon.com
Phone: 020 3887 6363

ATCG Annual Membership Fees	
REGISTERED CHARITY	£25
MICRO (0-5 employees)	£95
SMALL (6-20 employees)	£120
MEDIUM (21-30 employees)	£240
LARGE (31+ employees)	£360

Building the Future of Nag's Head Town Centre

- More **designing-out-crime initiatives**, for example in the Nag's Head where measures have been installed around Bowman's Place and Argos including lowering a high wall which obstructed views next to the Holloway Road entrance to Pollard Close
- Town Centre stakeholders input into planning applications in order to protect the mixed retail and business offers of Islington's town centres
- Using Twitter to promote town centre traders. Promoting the town centre at London Met Freshers Fair to introduce students to local shops in Nag's Head (opposite)
- Dissemination of the **Clean Islington app** to Nag's Head traders enabling them to initiate quick responses from Islington on issues like waste dumping



Supporting community spirit – Streets Feast Event in Finsbury Park – a partnership with Streets Kitchen and Haringey Council

Over 40 services gave support and advice inc:

- Free Medical checks, Shower Facilities and haircuts, and fresh clothing
- Free Veterinary Service
- Free Food & Refreshments with live music

Streets Fest supported by local businesses inc.

Loriana and *Love Fashions* on Fonthill Road, *Mindshop* on Stroud Green Road, *Manpreet* from The Junction Food Hall on Seven Sisters Road and *Holloway Road Morrisons*



5. Using the council's role as an economic agent to ensure that our practices maximise social value

5. Using the council's role as an economic agent, ensure our practices maximise social value: the last 12 months

- Conducted **three workshops** with Heads of Service to co-produce a corporate social value strategy and a series of 'asks' related to council priorities that commissioners can use to secure social value
- Established the **Islington 'London Living Wage' Place action group** – to seek accreditation for LLW across the borough
- Welcomed a visit from **Manchester City Council** who have pioneered work on social value
- Piloted a **new tool to embed a new contract management approach** that will ensure affordable workspace brings long term social value benefit



Actions planned for next 12 months

1. Employment: the next 12 months

- Use the council's **Employment Board** to establish a Team LBI integrated approach to generating good employment outcomes for our priority groups.
 - **Strengthen our data collection**, analysis and reporting so that Islington has a shared evidence base our borough wide partnership can rely upon, ensuring resources are targeted to those residents who need them most.
 - Establish Islington as London's first **Living Wage Place**, with key stakeholders already committed.
 - Develop our approach to engaging and supporting **vulnerable young people**, built upon solid data insights and using a place-based localities model.
 - A refreshed approach to outreach to further extend our **engagement with BAME communities**.
- 

2. Skills: the next 12 months

- Launch a **Skills Strategy** which generates a team Islington approach to supporting residents to acquire the skills they need to secure a good job.
- Continue work with employers and schools to ensure that every child has had **100 hours experience of the world of work** by age 16, focussing on young people most in need.
- Utilise the council's levers including the new build housing programme and partnerships with Central London boroughs to **drive the quality of apprenticeships** and introduce the apprenticeship passport.
- Support digital skills, via bespoke courses and the online learning platform 'ACL Gateway'
- Offer a wider range of course type, including evening and blended learning courses, meeting the needs of more Islington residents
- Work more closely with employers to provide more local workforce courses and promote the Adult and Community Learning Weeks
- Engage with residents, community organisations, education and training providers to build pathways for residents into new **affordable workspaces**.



3a. Support and advice to micro and small businesses: the next 12 months

- Launch of inclusive business support programme, providing support to small businesses on local supply chains, London Living Wage, etc.
- Offer monthly support sessions to small businesses to help them access additional council services including iWork, Energy Conservation Management, Inclusive Design and external funding opportunities
- Work with commissioners to ensure contracts encourage bids from small, local businesses
- Develop new guidance for small businesses on embedding social value in their bids to further maximise contract opportunities



3b. Protect and increase the supply of employment space, especially for micro and small businesses: the next 12 months

- Delivering a new Local Plan, which gives the council more power to acquire affordable workspace of greater sizes, and with longer leases from developers, as well as a range of smaller spaces suitable for grow-on use for micro and small business.
- Commissioning six more affordable workspace sites to increase the availability of affordable workspace for micro and small businesses.
- Investigating how the council itself can be an affordable workspace provider and deliver even more space, with the flexibility to act responsively to the market.
- Continue to lead the field in London by developing further our social value model, ensuring maximum benefit to local residents and businesses.
- Lead joint bid to Strategic Investment Pot with neighbouring councils on an approach to connecting local residents to jobs in major economic clusters

4a. Supporting Our Street Markets – Marketing, Events, Networks: next 12 months

- A campaign to recruit traders to Chapel Market specialising in household staples. Areas targeted include: local businesses including fishmongers, greengrocers and butchers and wholesalers based in market hubs like New Covent Garden and Billingsgate
- Customer journey analysis to inform a new marketing for Chapel Market
- A major bid to the London **Mayor's Good Growth Fund** to strengthen a traditional, socially inclusive Chapel Market that:
 - Provides economic opportunity for local residents and small businesses;
 - Is accessible and affordable to local residents and visitors;
 - Brings out Chapel Market's proud Victorian heritage;
 - Uses the very latest environmentally sensitive design to improve market logistics and storage in order to make it easier for traders to do business;
 - Provides new affordable commercial space for traders.

4b. Ensure that the borough's town centres, high streets and street markets continue to thrive, the next 12 months

- Commission a **new retail study of our town centres** to better understand how they can survive and thrive in the context of new challenges
- Convene and facilitate Town Centre Management Groups to build their capacity in order to enable them to manage town centres, and **integrate a community wealth building approach**
- Work with London Councils to promote a **borough wide business directory** that will put businesses in touch with potential suppliers on their doorstep in order to keep more money working in the local economy
- Build on **work with universities** so that they increase the amount of goods and services they get from local suppliers whilst ensuring that they offer work and training opportunities to local residents
- Continue to run inclusive events to promote Islington's businesses, and promote the services of other council departments such as Street Environment Services, providing businesses with the key to access them when they're needed

5. Using the council's role as an economic agent to ensure that our practices maximise social value: the next 12 months...

- Islington will become an **accredited 'Living Wage Place'** in which the council leads on ensuring that companies in low paid sectors operating in the borough sign up to becoming London Living Wage employers
- Contribute to new Procurement Strategy 2020-25 to include increased guidance on social value, and nurture a **network of social value champions in Islington** with training to ensure that commissioners are fully supported to maximise social value in contracts
- **Increasing social value weighting** in council contracts, and providing technical support to local businesses to increase their chances of winning council business
- More **collaboration with local 'anchor institutions'** across public, voluntary and private sectors, with the aim of facilitating more employment and business opportunities for disadvantaged local people, using our land and money to build wealth in the community
- Work with universities and other partners to **increase mission-led innovation to address poverty and climate change**

6. Other emerging priorities: the next 12 months...

- Develop greater synergies between Adult Social Care, embedding inclusive economy objectives in commissioning and delivery model
- Beginning work, on an **Islington Green Industrial Strategy**, to transition Islington's business community to a zero carbon future by 2030
 - Stimulating and supporting green innovation, for example through the council's 'Tech for Good' programme in Finsbury Park
 - Use of new affordable workplaces – some themed for green innovation and offering support to developing a zero waste, circular economy
 - Based on evidence from the council's Micro & Small Business Survey, develop other incentives to support circular economy and greener businesses
- Initiating work on responsible business practice and inclusion which will aim to identify and realise opportunities for employees to take over businesses in economic clusters when owners retire.