



ISLINGTON

Annual Report of the Executive Member for Inclusive Economy and Jobs

Councillor Asima Shaikh
Environment & Regeneration Scrutiny Committee

16 November 2020





Outline

1. Current context
2. Overview of Community Wealth Building
3. Emerging Community Wealth Building strategic framework
4. Community Wealth Building so far – actions over 2019/20*
5. Community Wealth Building next steps – actions over next 12 months

* NB. Due to the reporting cycle, this largely excludes the period of Covid-19 crisis

Current context

Prior to the pandemic:

- A significant minority of Islington's workforce and employed residents were in **a vulnerable economic position**, working in low paid, insecure jobs.
- A lack of mid-tier, skilled, secure jobs with good prospects for advancement led experts to describe Islington's labour market as 'hourglass' with some of the **highest rates of pay inequality** in London.
- Many residents were running small and micro businesses in sectors like fashion, retail, leisure and hospitality, a majority of whom were already **pessimistic about their long-term viability**.
- These businesses were found to be **disproportionately owned by women and people from BAME communities**.

When Covid-19 hit, and the economic effects became more transparent:

- Data (to end May 2020) indicates that there were **17,847 Islington households claiming Universal Credit**. The majority of these households were single, with no dependent children.
- In Islington these initially hardest hit sectors were predominantly, but not exclusively classed under 'Accommodation and Food Services', and 'Arts, Entertainment & Recreation, accounting for **approximately 25,000 jobs** in the borough.
- Islington's unemployment has risen from 3% of the **workforce in March to 7.2% in August**, lower than the London average – an important element being employment in the tech and knowledge sectors
- The number of Islington **workers on furlough increased by 36%** between June and August to over 31,000 people, with significant risk of further redundancies.

Our Corporate Vision Remains...

- 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:

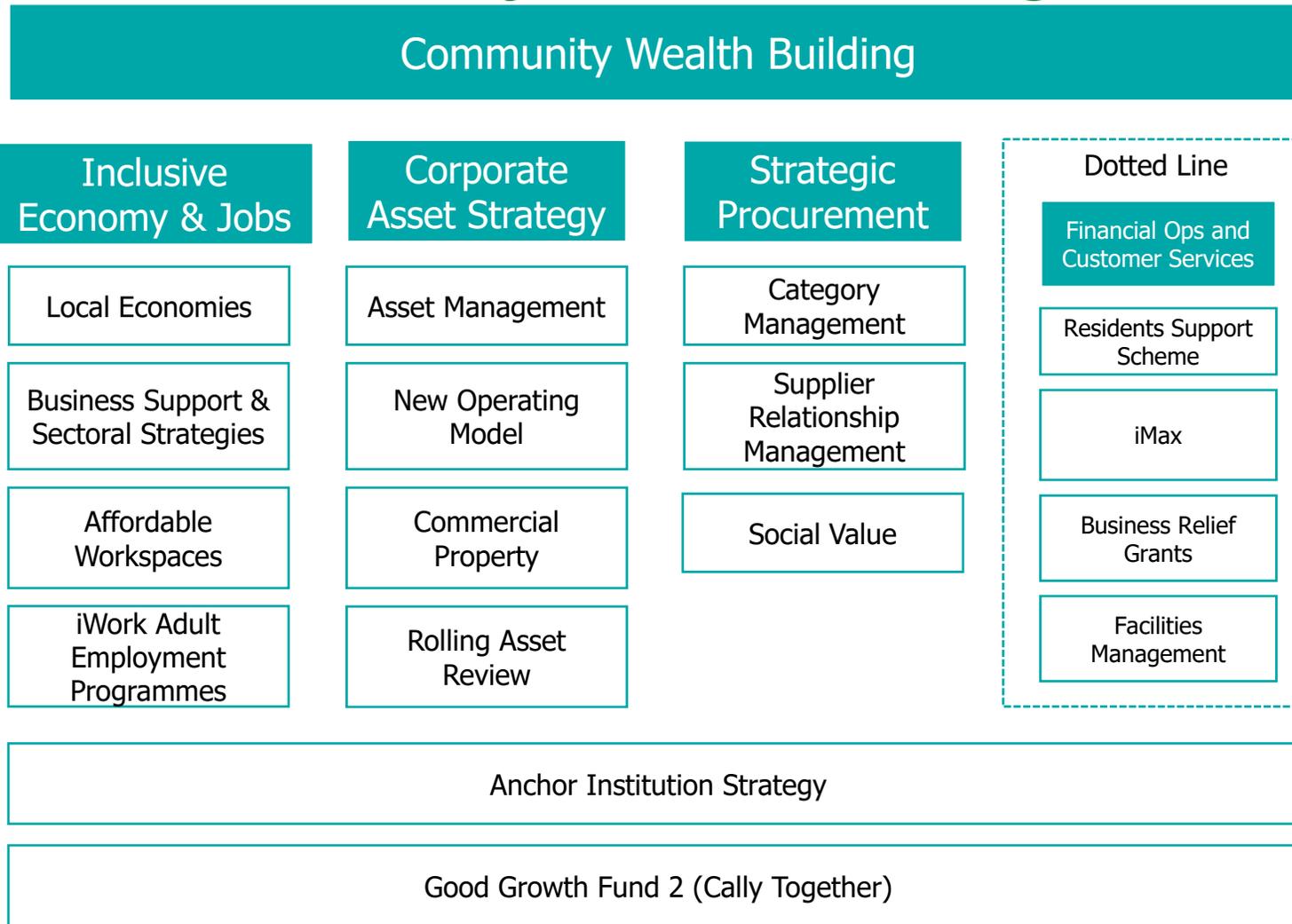
Delivering an inclusive economy, supporting people into work and helping them with the cost of living.



Delivered through a Community Wealth Building Approach

- Rooted in 2010 Islington's Fairness Commission, and now more urgent and important than ever given the challenges imposed by Covid-19, we are implementing:
- A **community wealth building programme** is systems approach – towards a place where:
 - Inequality is declining rather than increasing – with a focus on **equality, social justice and prosperity** for all;
 - There are **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;
 - The work is fed by the **power of anchor institutions**, and built on locally rooted and broadly held ownership
 - Investment in people and infrastructure builds more **resilient and sustainable communities** with as the threat of climate change looms.

A structure fit for the purpose of delivering Community Wealth Building



Emerging CWB strategic framework



Through a new Community Wealth Building Programme, we will **reduce inequality and poverty** by:

1. **Supporting good work** – ensuring that residents have access to training and jobs
2. **Promoting a fairer labour market** – tackling systemic inequalities in the labour market
3. **Ensuring local people have the right skills** – providing skills and re-training support
4. **Supporting local economies** – ensuring our town centres are sustainable, socially just and places where wealth – in its broadest sense – is fairly shared
5. **Fostering fairer local economic sectors** – to be on the side of fairness and enable local clusters to contribute to an inclusive economy.
6. **Enabling in-sourcing and a progressive procurement approach** – to boost and lock-in local wealth
7. **Supporting local businesses and affordable workspaces** – to ensure that micro and small businesses can be sustained in Islington
8. **Enabling assets** – to leverage assets' financial and social gain for the greater benefit of residents
9. **Improving economic well-being for local people** – focussing on those who are currently excluded from economic participation.

Community Wealth Building in action – rapid response to Covid-19

Local Economies and supply chains:

- Mutual Aid Groups rapidly mobilising to meet basic needs of residents, working with Council across range of services
- Supporting 'buy local' through a borough-wide Directory, and promoting eco-friendly deliveries through Pedivan
- Purchasing over £3,500 fruit and veg from Junction Road business, as part of food parcels

Employment Support:

- Offering interview preparation and CV support for care sector and retail candidates
- Recruiting for local employers e.g. fashion and garment
- Advice and support via partners, food distribution points and We Are Islington telephone line
- Supporting apprenticeships and continuing to monitor Social Value in construction contracts

Business Support:

- Distributing over £60m+ to 3000+ local businesses; currently designing discretionary fund
- Public protection advice, general communications, lobbying and virtual business network meetings
- Commissioning Outlandish co-operative to develop a series of business adaptation webinars



Headline achievements 2019-20 Inclusive Economy

- **Delivered emergency support to thousands of Islington's businesses** through the Covid-19 crisis, including a rapid response email service delivering advice, grant-aid and signposting to local and central government support.
- **Tailored advice, brokerage, and support for local businesses** to adapt to the new economy, including webinars to develop online presence, cargo bike delivery schemes, and workshops on preparing for Brexit.
- **Opened new affordable workspaces in Fonthill Road for Tech and Fashion**, promoted their presence with the local community and welcomed our first students.
- **Secured the flagship Ray Building in Clerkenwell, a site which will deliver over £2.5 million worth of social value**, including helping residents into jobs, get apprenticeships, whilst acting as an incubator for new social enterprises.



Headline achievements 2019-20

Adult Employment Support

- **1318** Islington residents supported into paid employment
- **Community Outreach and Engagement:** convened a workshop at City university with key BAME and Refugee support organisations to explore how employment support can be targeted and serve people from these communities
- **Deaf Residents:** Introduced new support to meet a gap in provision for deaf jobseekers achieving 7 job outcomes this year
- **Islington working partnership** - Employment Support Hub at 222 Upper Street, with co-location from partner organisations, promoting good practice and quality assurance
- **Islington working e-bulletin:** 4,400 subscribers provided with information on vacancies and skills opportunities
- **Developed the Islington Directory** – which is available on the council’s website and provides a further resource to access a wide range of employment support now available in the borough.

Headline achievements 2019-20

Youth Employment, Progression and Skills

- **18-25 employment outcomes:** 307 young people supported into employment across Islington Apr-Dec 2019, compared to 255 in the previous year, achieved through stronger relationships and greater shared accountability.
- **World of Work:** Successful launch event in January 2020, engagement from all mainstream secondary schools (including New River College PRU) and twelve primary schools. 100 employer led activities available to schools via the online portal (pre-Covid).
- **Progression of council apprentices:** 83% of council apprentices progressed into further employment upon completion of their apprenticeships, an increase on 66% the previous year.
- **Post 16 participation:** The percentage of 16 and 17 year old residents NEET or 'Unknown' was 4.1% - an improvement on 5.5% in 2018, and better than both London (4.2%) and England (5.5%).



Headline achievements 2019-20

Adult and Community Learning

- **A Successful OFSTED:** Adult Community Learning was inspected in December 2019. Inspectors praised on the quality of teaching and learning and the progress that learners make.
- **Increased learner enrolments:** Enrolments have increased as compared to the academic year, even during lockdown.
- **Supporting learners during Covid-19:** the service quickly adapted to a blended learning model, with teachers making use of Microsoft Teams, Zoom, email, the telephone and hard copy mailouts to support learners and purchasing Chromebooks to support those without access to devices.
- **Fundraising :** A successful bid to GLA for a re-skilling programme in partnership with local tech companies, this lays the ground for further employer ACL partnerships that support recovery of both businesses and residents.



Headline achievements 2019/20

Libraries and Heritage

- **Renovation of Central Library** to create the largest free study space in the borough, with a purpose-built Adult learning centre . Both are beautiful and have delighted residents.
- **A poignant and timely tribute to Andrea Levy** to recognise her importance as a Black writer telling the story of the Windrush generation.
- **1,023,635 visits to Libraries** during 2019/20.
- **904 children** completed the Summer Reading Challenge.
- **Adapting to the challenge of Covid-19** by facilitating **three times more** online library transactions compared to a year ago



Detailed actions delivered over April 2019-March 2020

Community Wealth Building so far – actions over 2019/20

- 1. Delivering employment targets & outcomes**
 - 2. Delivering support to micro and small businesses**
 - 3. Delivering Good Growth Funds – Finsbury Park Affordable Workspaces & ‘We are Cally’**
 - a. Fashion Enter in Finsbury Park – Good Growth Fund I
 - b. Outlandish; Space 4; and, Founders and Coders in Finsbury Park – Good Growth Fund I
 - c. We are Cally – Good Growth Fund II
 - 4. Delivering support to town centres, high streets and street markets**
 - a. Finsbury Park
 - b. Nag’s Head
 - c. Archway
 - d. Caledonian Road
 - e. Chapel Market
 - 5. Delivering local Social Value**
 - 6. Keeping Learning Alive during the Pandemic**
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1. Delivering employment targets & outcomes 2019-20 ISLINGTON

| Measure | Target 19-20 | Actual 19-20 | |
|--|--------------|--------------|--|
| Support Islington residents facing additional barriers into employment | 1000 | 1318 | <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: Parents (children aged 0-18) | 468 | 348 | <ul style="list-style-type: none"> We encountered data collection issues from key partner organisations due to changes in their service delivery model and priorities. There was also some impact of interventions towards the end of the year due to Covid-19 and a decline of parents able to actively pursue employment opportunities. |
| Residents with disabilities or long term health conditions | 245 | 300 | <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 |
| Young people aged 18-25 | 396 | 381 | <ul style="list-style-type: none"> There was also some impact towards the end of the year due to Covid-19 and key youth partners with staff being furloughed. This has impacted on both the delivery of support and our ability to get data returns from partners. |
| Black, Asian and Minority Ethnic | 500 | 661 | <ul style="list-style-type: none"> Council led forums to provide greater links with community groups |



2. Delivering support to micro and small businesses



- Upgraded our approach to affordable workspace commissioning that led to appointment of strategic partner to manage the flagship Ray Building in Farringdon, to **deliver over £2.5 million worth of social value over 10 years**, including helping residents into jobs, get apprenticeships, and as an incubator for new social enterprises.
- Secured over **13,000 square feet of affordable workspace** for micro and small businesses in Islington in the last year, via a new streamlined process for securing affordable workspace through s106 agreements
- Results of the micro and small business survey used to understand and respond to business challenges, to begin designing a new business support programme

In response to Covid-19 lockdown in early March 2020, we:

- Delivered **emergency support** to thousands of Islington's businesses through the Covid-19 crisis, including a rapid response email service delivering advice and signposting to local and central government support, including distributing over £65m grant-aid.
- Created an **online directory** to identify local shops which continuing to trade, supporting local residents and Mutual Aid Groups.
- Tailored advice, brokerage, and support for local businesses to adapt to new economy including webinars to develop online presence, cargo bike delivery schemes, and workshops on preparing for Brexit.
- Lobbied government on issues such as insurance and additional grant funding in response to the crisis.

3a. Delivering the Good Growth Fund - Finsbury Park Affordable Workspaces – Fashion Enter

- Fashion Enter moved into the retail space in Dec 2019, with 5 local designers showcased as part of the soft launch
- Fashion Enter attended monthly community sewing group meetings with leaders since Jan 2019
- 40 Fashion Enter spaces offered on Level 1 and 2 Sewing and Pattern Cutting courses to residents, every 12 weeks
- 15 community engagement activities and events attended by Fashion Enter
- Over 30 local residents engaged in free activities at Fashion Enter factory space
- Shop refurbishment initiated in March 2020, with Andover workspaces to be delivered in Apr 2021



3b. Delivering Good Growth Fund - Finsbury Park Affordable Workspaces – Outlandish Tech Space

- Outlandish moved into the office space in Oct 2019, and hosted over 20 ‘meet-ups’, lunch and learn sessions and networking events hosted
- Providing space and incubation support to over 50 small and micro businesses
- 40+ local residents attended Founders and Coders 6 week coding courses
- Hosted Islington Employment Network meeting
- Attended 10 community engagement activities and events
- Development of bespoke online coding training during COVID-19 in partnership with Adult Community Learning.



3c. Delivering the Good Growth Fund – Caledonian Road & Barnsbury – ‘We are Cally’

- Setting up a new forum for businesses to become a stronger voice in the community, the Caledonian Traders’ Association
- Embarking upon a vigorous programme to link businesses with local stakeholders, that has so far engaged with the following priorities;
 - Tackling anti-social behaviour
 - Promotion opportunities including a ‘Shop Local’ campaign and using social media to market your business
 - Promotion and support to businesses re-locating and expanding in the Cally area
- Driving forward the delivery of affordable workspace for local people and businesses within new development proposals such as London Square and Regent’s Wharf, and putting vacant properties back into use
- Building a future for local people to progress and find good work in difficult times, with a multi-million pound ‘Inclusive Knowledge Economy’ project; developing skills and boosting confidence to start-up businesses and get jobs in nearby knowledge and tech industries.

3c. 'We are Cally' - supporting young people through Covid-19 into employment

- The We Are Cally Project is important because youth unemployment has more than doubled since the lockdown, from 2.6% of 18-24 year olds in March to 6.4% in July (2,025)
- The labour market is increasingly competitive and particularly challenging for young people – sectors that traditionally provide entry routes have been hit hardest.
- Islington offers 'World of Work' experiences, skills tuition, one to one advice and therapeutic support to young people facing the most significant barriers to get their first taste of work
- Responding to new demands brought on by the crisis we have:
 - Recruited more staff to support young people
 - Developed a clear offer to local businesses that shows how we will work with them to facilitate pathways into work experience, internships, and secure jobs with good pay and prospects
 - Introduced so called 'blended learning' that links core skills development with access to work opportunities
 - Explored funding opportunities to draw in external expertise and support to bolster the programme

3c. 'We are Cally' - supporting businesses through Covid-19 towards recovery

- Ensuring that local businesses are in the council's online business directory
- Enabling local business to adapt to online trading with a new website that provides online presence and delivery options.
- Linking businesses with local mutual aid groups so that they can provide food and other essentials to communities in need.
- Supporting businesses to access government grants and financial support, including for example business-to-business suppliers in the Brewery Road Industrial Estate
- Offering a tailored service to individual businesses for relocations and digital connectivity improvements.
- Facilitating connections between small businesses and the Kings Cross development partnership including free membership.
- Providing a comprehensive public protection advice and support service enabling businesses to re-open quickly and safely.
- Fashioning a new "Shop Local" marketing campaign to boost business and bolster consumer confidence.



4. Supporting our town centres, high streets and street markets

- Developing inclusive town centre plans that enable residents and businesses to shape the future of the borough.
- Making town centres and markets accessible for all, e.g. developing street improvement action plans for places like Blackstock Road.
- Improving the public realm in partnership with our key town centre stakeholders.
- Providing our business communities with an extensive support offer during the Covid-19 pandemic, including webinars to get online, marketing strategies, business rates, Brexit, green business, saving money, and making grant applications.
- Working through Town Centre Management Groups to identify and target actions against crime and anti-social behaviour.



4. Supporting our town centres through the crisis:

Since the start of the crisis the Inclusive Economy Team have supported businesses to stay open, reopen, and operate a new normal service where possible. Businesses have been supported with:

- Extensive communications to promote independent, local traders
- Getting their business online, marketing and promotion.
- Help with home delivery and alternative modes of payment.
- Accessing grants and financial support.
- Distribution of public protection posters and social distance floor stickers.
- Supporting the Council to plan social distancing measures in the town centres and offering bespoke solutions, using our contacts, public realm knowledge and visitor patterns.



4a. Finsbury Park

Delivering a programme of support for Finsbury Park, including:

- Regular meetings with the Town Centre Management Group, tackling a wide range of economic development, community safety and transport issues.
- Festive event was held at N4 Library, an important location for both the local resident and business communities.
- Re-established a traders' association on Blackstock Road and established a new traders association on Seven Sisters Road.
- Negotiated and secured £20k worth of marketing support from TfL to support traders affected by the station re-development.
- Collaborated with Hackney and Haringey Council to implement designing out crime and community Safety measures.
- Delivered 2 Public Protection workshops attended by Finsbury Park businesses.
- Hosted 3 business networking and coffee morning events to build relationships between local traders and council teams.
- Conducted 1-2-1 engagement and face-to-face support with over 300 businesses.



4a. Finsbury Park Community Face Covering Project

- A volunteer-led initiative in Finsbury Park, bringing together local sewing groups and affordable workspace provider Fashion Enter to make face coverings for vulnerable members of the community.
- Through this project local people learned new skills and accessed training and jobs opportunities via Fashion Enter and LBI Networks.



4b. Nag's Head

- Facilitating the Nag's Head Town Centre Management Group to identify local issues, input into solutions, support local businesses and fund popular initiatives such as the Holloway Road flower baskets.
- Public realm improvements such as the porous resin surfacing of high street tree pits and painting of street furniture.
- The New Economics Foundation & We Made That produced recommendations to maximise the potential of Nag's Head within an inclusive economy – including ways to strengthen the place identity of the town centre and boost opportunities for entry level workers.
- The annual Christmas lights switch-on event involving local school and church choirs and work experience opportunities for City & Islington College students.
- Work began on the Clean Air Villages 3 project to support Nag's Head Holloway Road businesses in lowering transport emissions freight consolidation and cleaner vehicles.



4c. Archway

Delivery of a town centre programme, including the culmination of a 2-year programme on Navigator Square, with:

- The animation of a brand-new public space in Archway, that was reclaimed from the A1 highway
- Over £30k of sponsorship from local organisations
- 24 events to promote local businesses, increase footfall and bring the community together
- 80 sessions for local residents to test their skills at market trading
- Thousands of school children and parents taking part in free creative, fun & educational activities
- Archway Library attendance double on special event days
- 1 trip into space (virtually) with our Stargazing event



4c. Archway Pulls Together

The pandemic in Archway saw the community find alternative ways to work together to tackle isolation, keep vital supply chains open and help combat the virus

- Businesses provided free food for our emergency services, free equipment for frontline staff
- The ATCG, which normally requires a fee to join, opened up membership for free to all local businesses to attend virtual meetings
- Established a forum for 60 business representatives in the Town Centre to share ideas, support each other and facilitate direct business to business trade
- Put over £20k of funds back into our local economy by diverting purchases for the Islington Distribution Hub, from out of town food suppliers to our small & independent greengrocers, shared across the borough
- Assisted the homeless task force by channelling donations from the local Mutual Aid Groups to where they were needed most



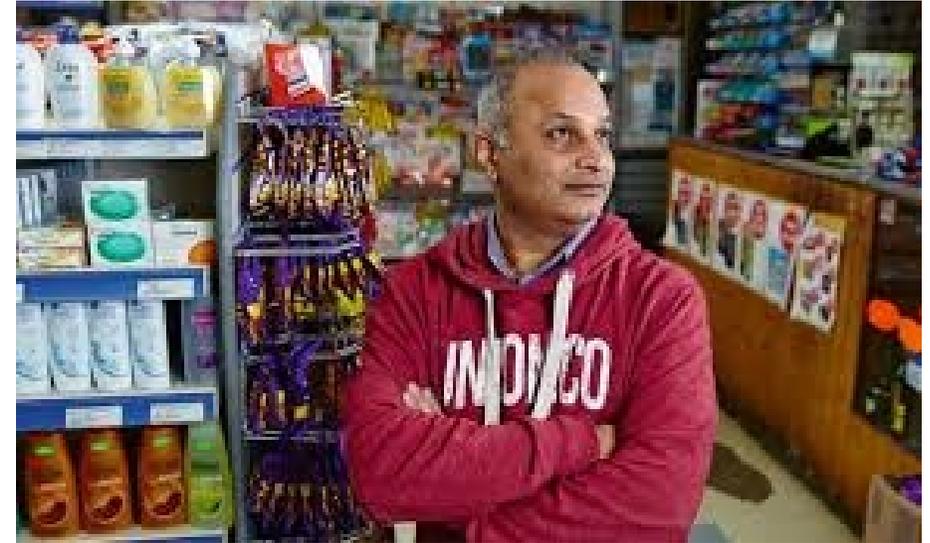
4c. ...and responds to the pandemic

- Established an online directory of Islington businesses providing vital delivery services
- Utilised the cargo bike scheme to collect surplus food from local supermarkets to deliver to our food banks
- Supported green economy initiatives and adaptations, through energy grants and Cargo bike delivery schemes



4d. Caledonian Road

- Re-established the new Caledonian Road Traders Association with two local business managers as Co-Chairs.
- The Caledonian Road Traders Association will be invaluable platform to gather views, raise concerns and build on existing aspirations for businesses at Caledonian Road.
- A WhatsApp group has been set up to improve communication during the pandemic between each other, the council and other stakeholders.
- Developing a programme of business events in the Cally to fulfil local business need, ranging from webinars and workshops focused on Public Protection, Winning Government Contracts to Social Media Marketing.



4e. Chapel Market

- Following Chapel Market's pitch layout re-design, new street trading equipment and a storage container have been purchased to enable local traders to join the market.
- New branding and marketing materials have been produced by local designer, Natasha Shah, to support the delivery of a new marketing and recruitment campaign.
- Market Trader of the Year Competition celebrating locally loved traders, nominated by their customers.
- Christmas Cracker event @ Chapel Market to coincide with Angel.London's 'Glow in the Angel' event (pictured, right), drawing over 500 participants.



5. Delivering local Social Value

- Conducted a review of the council's procurement from the local economy in order to understand where there is potential to increase our expenditure
- Initiated a piece of work to align inclusive economy objectives in the commissioning of Adult Social Care, with a joint report for a North London group of local councils
- Established a partnership to deliver Islington as a 'London Living Wage' Place, with partners from anchor institutions and the private sector
- Developed a new tool that has embedded a new contract management approach to ensure that affordable workspace derived from our contract with City University at the Ray Building brings long term social value benefit
- Inserted Social Value as a new consideration in the Draft Islington Local Plan, with major developments required to undertake a SV self-assessment

Social care as a driver of local economic development in North Central London

Shaping a strategic approach to social care as a major economic sector in Barnet, Camden, Enfield, Haringey and Islington

Islington Local Plan
Strategic and development
management policies

September 2019



6. Keeping learning alive through the pandemic

- Increasing the take up of e resources and online joiners.
- Residents accessed e-books, e-newspapers and magazines while library buildings closed.
- Moving activities online for example gentle exercise classes.
- Mounting online exhibitions including WW2 and the Regent's Canal.

| | Q1 2020 | Q1 2019 |
|----------------|---------|---------|
| E books | 5,799 | 1,885 |
| E Audio books | 6,679 | 2,109 |
| Newspapers | 38,827 | 1,3865 |
| Magazines | 7,928 | 3,336 |
| Digital Comics | 884 | . |
| Totals | 59,233 | 21,195 |

Community Wealth Building next steps – actions over next 12 months

Sections:

1. Supporting good work – employment
 - a. Employment, employer engagement and sectoral focus
 - b. Youth employment, progression and skills
 2. Ensuring local people have the right skills
 - a. Adult and Community Learning
 - b. Libraries & Heritage
 3. Supporting local economies
 4. Fostering responsible business and a progressive procurement approach
 5. Supporting local businesses and affordable workspaces
 6. Improving economic well-being for local people
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1a. Employment: the next 12 months

- **Develop an ambitious** Covid-19 employment support response programme that includes a Council internship programme, focused support for a cohort of homeless residents,
 - Increase our **Social Value requirements** from contractors, and build stronger relationships with local employers.
 - **Expand our iWork service and partnership reach** to meet the needs of the newly unemployed.
 - **Develop our approach to** engaging and **supporting parents**, built upon solid data insights and using a place-based localities model.
 - A refreshed approach to outreach to further extend our **engagement with Black, Asian and Minority Ethnic communities.**
 - **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.
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1a. Employer Engagement and Sector focus

- **Health and Social Care Academy** is working closely with commissioners and GP practice forum offering a dedicated local recruitment programme through the resource hub.
 - Over 80 vacancies shared with resource hub team by local employers
 - Over 274 people responded during April to June 2020
 - 50 job offers in Social Care and Primary care (April to June 2020)
- **Construction** Team working with the Housing New Build team, agreed a major change to Heads of Terms which will see iWork able to enforce apprenticeship commitments made by contractors. All current apprentices supported to sustain during Covid19
- **Tech and Digital:** Inclusive knowledge economy programme will commence September 20, working across 4 boroughs to promote and create improved access to sector opportunities
- **Green Economy:** Beginning work on a local Green Industrial Strategy, to support new jobs and skills for a zero carbon future by 2030

1b. Youth Employment Progression & Skills

- **A reframed Islington Skills Strategy** to account for structural changes to local labour market impacted by COVID 19 , with a focus on existing priority groups and recently unemployed , sectors where employment can recover and grow, new opportunities for job creation, accessible local further/higher education and training, a cadre of anchor institutions embedding local employment and skills support as part their contribution to building back better.
- **Implementation of new Youth Employability and Skills targeted programme**, bespoke, wraparound one to one support, paid work experience and skills tuition - a key part of the council's response to youth unemployment.
- **A team LBI/Islington approach improve education, employment and training outcomes for young people** by:
 - **Preventing** young people from becoming NEET through targeted, early intervention activity co-produced with schools.
 - **Protecting** young people 'at risk' of NEET through intensive support in partnership with schools and colleges.
 - **Progressing** young people who are NEET through targeted support in partnership with local employers, youth and community organisations and training providers.

2a. Skills: Adult & Community Learning

- **Develop a recovery Skills strategy** Further strengthen **partnerships with local universities and colleges** to ensure local people have the right skills for the labour market
- **Strengthening digital infrastructure.** ACL successfully bid for funding from GLA for staff training, new online systems and hardware to support the move to an increased blended learning offer. This will run concurrently to the service rapidly developing its teaching and learning practice to ensure residents who need our help the most can continue to achieve.
- **Challenging digital exclusion.** ACL will advocate for and fundraise to ensure it's learners have the equipment, support, and functional digital skills needed to successfully engage in learning and to progress.
- **Accessible advice and guidance.** ACL will work in partnership with City and Islington College and the Council's adult employment support service to ensure every learner is able to access high quality advice and guidance to support their progression.
- **A responsive curriculum .** As the impact of the pandemic and Brexit begin to be felt, the Service aims to be responsive in meeting the skills needs that are key to future-proofing residents in the new landscape and developing courses that boost employability.

2b. Libraries & Heritage

- The Libraries and Heritage Service rapidly moved services online with huge increase in engagement – continue to develop this offer.
- Innovating to engage – with **online exhibitions and classes**. WW2 exhibition moved online to celebrate VE day, exercises classes for older people moved online.
- Caring for others, **befriending calls to isolated residents** and delivering books to children without digital access.
- Develop a **recovery plan** to enable all Libraries and the museum to reopen safely.
- Re-establish activities programme – especially for the most vulnerable families – working with Brightstart and offering services both online and face to face.
- Work with other Council services and partners to tackle digital exclusion.
- Islington Reads strategy to highlight and **celebrate Black authors and diversity**.

3. Re-building our Local Economies and Town Centres

- Help local economies to plan for recovery by:
 - Supporting local people: To reduce the number of local people not in education, training and employment through local council and partner initiatives
 - Inc. Helping local residents into work through the Council's iWork service
 - Supporting local business: To support local businesses on the high street to create a welcoming and sustainable town centre, including a vibrant evening economy
 - Inc. Delivering bespoke business support initiatives for SMEs and minority owned businesses; promoting 'Shop Local' campaigns
 - Supporting local workspaces: To provide community engagement and recruitment support for local affordable workspaces
 - Inc. Developing procurement opportunities and support for SMEs located in the borough
 - Supporting local wealth: To enable to the implementation of community wealth building initiatives
 - Inc. Facilitating the implementation of Net Zero Emissions initiatives to include: tree planting, low traffic neighbourhoods; and, increase number of new traders, as well as sustaining existing traders at Chapel Market, through business development project
 - Supporting the local place: To ensure the delivery and facilitate public realm and community safety improvements
 - Inc. Maintaining key town centre relationships across partnerships to support public realm and community safety initiatives



4. Fostering responsible business and a progressive procurement approach

- Build work on responsible business practice and inclusion e.g. promote London Living Wage Place accreditation.
- Support more local SMEs to successfully compete for Council contracts through market-warming events and training
- Develop incentives to support circular economy and greener businesses, as part of contribution to the Islington Net Zero Strategy
- Strengthen the Council's approach to securing and delivering more Social Value from its commissions contracts
- Develop pathfinder project between Adult Social Care, embedding inclusive economy objectives in commissioning and delivery model
- Build and reinforce a sub-regional approach to community wealth-building by using the council's buying power and that of its partners to keep more public expenditure in the local economy



5. Supporting local businesses and affordable workspaces

- As part of the Covid-19 response, continue to ensure eligible businesses receive financial support from the council and up to date regulatory advice as soon as possible
- Deliver emergency support to local small businesses to enable them to access more trade and ensure residents have access to essential goods and services
- Understand wider economic context and sector specific impacts as a result of COVID 19 on Islington's business community
- Develop new strategy for affordable workspace to protect the start-up, micro and small business community in ways that support the community
- Continue to commission affordable workspaces to deliver jobs and benefits for local residents and small businesses
- Deliver affordable workspace at Andover Estate, as part of Good Growth Fund project with Fashion Enter
- Use of new affordable workplaces – some themed for green innovation and offering support to developing a zero waste, circular economy



6. Improving economic well-being for local people

1. Crisis support

- Use RSS funding to provide safety net for residents in severe financial hardship
- Maximise use of hardship funding across the borough – both LBI and VCS

2. Income maximisation

- Ensure low income households are accessing all financial support to which they are entitled
- Create a fully integrated benefits and assessments team

3. Managing household finances

- Use data to assess levels / types of debt and develop programmes for different cohorts
- Explore opportunities for a joined-up approach to debt management

4. Reaching those communities most in need of employment support

- Target resources and develop a communications strategy to ensure those residents most in need are receiving the support they need in the way that they need it

5. Support to find and secure a good job

- Strengthen iWork employment support offer
- Enhance awareness to help residents understand different pathways into good work

6. Supporting those in work to find better employment

- Work with DWP to better understand the impact of Covid and design programmes to mitigate
- Develop in-work skills offer, with specific focus on residents in precarious employment