



ISLINGTON

Annual Report of the Executive Member for Inclusive Economy and Jobs 2020-2021

Councillor Asima Shaikh
Environment & Regeneration Scrutiny Committee

12 October 2021



1. Economic context and impact of Covid-19
2. Islington Covid-19 Response
3. Community Wealth Building from May 2020 to the Present
4. Reframing Islington's Economy – plans for 2021-2022
5. Detailed achievements from 2020-2021

Highlights – Employment Support

- **988** Islington residents were **supported into paid work** through the Islington Working Partnership, a formidable achievement in the year of the pandemic.
- **Employment support services became much stronger** through the creation of a new Islington Working Partnership led and co-ordinated by Islington's iWork Service.
- **Practitioner workshops for employment** support bring the strengths of partner organisations to the fore to promote better collaborative working and knowledge sharing.
- **Pioneering approaches trialled** to sustain people in work, enabling them to progress and also to protect vulnerable people at risk of unemployment.
- **Concerted effort to ensure that underrepresented groups** and those furthest from the labour market receive employment support tailored to their needs.
- **Launched LIFT in September**, which **brings £3.5m into Islington** to support better access to tech, digital, creative production and life science jobs
- **Islington launches its own local jobs portal** in February with immediate impact and the **borough becomes a Living Wage Place in July** aiming to increase the number of living wage employers over the next three years
- **Innovative programmes brokered during the pandemic to address precarious employment including:** Home Cooks programme, with 7 Islington chefs, to become self-employed and deliver food to local people.

Highlights – Local Economies, Sectoral Strategies and Business Support

- Successful allocation and **distribution of over £8m in grants to over 4,000 businesses** and regularly communicates support opportunities to over 4,300 businesses through the Islington Business Bulletin.
- Continued to facilitate and **broker local relationships** between businesses, with other council departments and with larger organisations, through formal network meetings and informal engagement
- Re-established **traders' associations** on Blackstock and Caledonian Roads, and established a new association on Seven Sisters Road
- Piloting an offer to businesses to link their **inventory systems to Google** so that online searches capture goods and services available to people locally in Islington, as well as a **'My Virtual Neighbourhood'** that will provide free branding, trading information, and raise Islington small business profiles across the whole of London.
- **Innovative 'Shop Local' campaign to encourage** people to think more positively about shopping locally and know what to expect as they perhaps change their shopping habits after Covid-19.
- **Delivered 'Survive and Pivot' programme**, enabling 4 local businesses to adapt their business model, and develop skills and networks to survive the crisis.
- **Opened a new Council-owned retail unit with Fashion Enter, as part of affordable workspaces** in Fonthill Road.
- **Initiated a new partnership with City University at the flagship Ray Building in Clerkenwell**, to deliver over £2.5 million worth of social value, including helping residents into jobs and apprenticeships, acting as an incubator for new social enterprises and other social impact businesses.
- Maintained a multi-sectoral partnership to deliver **Islington as a 'London Living Wage' Place**, with partners from anchor institutions and the private sector

- **986 students enrolled** and a new emphasis on digital skills training targeting migrants and speakers of other languages
 - **Services moved online** leading to more than a **doubling in the use of e-library** resource
 - **Supporting the most vulnerable residents** and **children** to continue **reading during every lockdown.**
 - Launching new projects like “**Get Islington Reading**” to stimulate interest in **reading** amongst **families in Islington** through **partnership working** with **schools.**
 - Making **staff** available during lockdowns so that they can be **re-deployed** to **support the emergency** including **staffing phone lines** and **making befriending calls.**
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1. Economic context and impact of Covid-19

2020/21



Parts of Islington's economy already vulnerable before the pandemic started in March 2020

- 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**, and typically operating with low levels of turnover.
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Covid-19 intensified vulnerabilities by shutting down large parts of the economy

- It became clear that the initial sectors most affected by Covid-19 were those in which **workers needed to be in physical proximity at their place of work** and were not classed as 'key workers'. Lockdown effectively 'switched off' the demand for their services and some have still not fully recovered from the shock.
- In Islington these initially **hardest hit sectors were predominantly, but not exclusively, classed under 'Accommodation and Food Services' (A&FS)**, including hotels, short-stay apartments, student residences including on-site services, and restaurants, cafés, takeaways, catering services, licensed clubs, pubs and bars, and **'Arts, Entertainment & Recreation (AE&R)**, including performing arts, artistic creation, concert and theatre halls, libraries, archives, museums and other cultural activities, betting shops, sports, amusement and recreation activities; together accounting for approximately 25,000 jobs in the borough.
- As the effects of the pandemic have continued, businesses that rely upon demand for their services from commuters, business travellers and tourists are finding it harder to survive.
- These businesses include a **significant number of residents and workers employed in Professional Services, and Administrative and Secretarial roles**, both of which account for a large proportion of Islington workforce and residents' jobs.
- The Professional, Scientific and Technical category also includes creative workers in Publishing, Film, TV and Media production, and Legal Services which have been severely impacted upon by the pandemic.

As we emerge from the Covid-19 pandemic, these economic effects remain and new challenges are emerging:

- **Most recent data on the national picture shows that economic vitality is returning to the UK** with five consecutive months of growth in output, the last on record being a 1% increase in June. **Despite this, the UK economy is still 4.4%** below its pre-pandemic size.
- The service sector across the UK, which is of particular importance within London and Islington, also grew in June by 1.5%, although it remains 2.1% below its February 2020 level.
- **Construction, however, fell by 1.3%** and is now 0.3% smaller in terms of output than it was before the pandemic as supplies of raw materials and labour are hard to source.
- In relation to youth unemployment, Islington is performing much better than the London and UK average, with a **rate of 5.4% of young people** out of work claiming unemployment benefits compared to 8.9% in London and 7.2% for the UK.
- **9.3% of people in the working age population over 50** are claiming unemployment related benefits compared to 7.4% in London and 4.2% in the UK.

2. Islington's Covid 19 Response

Rescue, resilience, preparing for recovery



- **Re-deployed local economy officers** to every part of the borough with the task of contacting businesses to check on their status and find out what support they needed.
 - Sustained **regular meetings of the Town Centre groups**, moving them online, to ensure that independent business owners could stay connected to others in their locality and to explain what council support they needed during the emergency phase.
 - Devised a public-access **emergency business directory**, profiling businesses and services still open.
 - Developed a **business bulletin** and linked our media to government websites to keep businesses informed about support available to them. The bulletin now broadcasts to 5,000 businesses in the borough.
 - Brokered **employment opportunities** between local businesses and the iWork team, highlighting the benefits for employers of recruiting local residents, including supporting candidates to high demand sectors such as healthcare, retail and logistics on safety concerns.
 - Paid out 2,111 **crisis awards** in 2020-21 totalling £247k, well above the sum normally paid out in any given year.
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Phase 2 – Building Resilience (May 20-Feb 21)

- Setting up **new business networks**, for example a new traders' association in Caledonian Road and Barnsbury, and a new Small Business Forum in Finsbury in the south of the borough
- Assisting businesses to adapt their business models in innovative ways, by hosting **dedicated webinars** helping businesses to go online in partnership with our affordable workspace provider Outlandish a tech co-operative.
- A series of '**Shop Local**' initiatives, including the distribution of 1000s of 'Open Safely' packs to local businesses and regular e-bulletins to over 5,000 businesses.
- Develop the '**My Virtual Neighbourhood**' app that will provide a platform for Islington businesses to promote themselves to local people, anchor institutions and businesses online.
- Distributed a **Discretionary Grant of just over £3m** to over 1,000 SMEs in Islington. Payments between £500 and £25,000, with 58% of grants awarded to businesses whose owners or directors who identified as BAME or female.
- Allocating central government financial support grants, for example £877,270 to households in poverty, **over £2.6m in the form of Council Tax Relief to 23,659 households**, and £431k for 200 older residents in pension credits

- Distributing Tranches 1 and 2 of the **Additional Restrictions Grant**, supporting nearly **1,500 businesses to the value of £7.4m**, including four targeted schemes operating up until mid-June 21. Of all awards, around 27% were made to Black and Minority-owned businesses, with approx. 43% awarded to female-owned businesses.
- **Employment support services across different organisations** in Islington fully co-ordinated through the Islington Working Partnership led by iWork.
- **Islington launched its own local jobs portal** in February with immediate impact and the borough becomes a **Living Wage Place** in July. Surpassed 600 target by achieving **nearly 1,000 residents into jobs** over 12 months.
- **Delivering over £2.5 million worth of social value**, through affordable workspaces, including helping residents into jobs and apprenticeships, acting as an incubator for new social enterprises and other social impact businesses.
- **Innovative programmes brokered during the pandemic to address precarious employment including:** Home Cooks programme, with 7 Islington chefs, to become self-employed and deliver food to local people. Also seed-funded a new delivery co-operative, Wings as an ethical alternative to other platform companies. Both pay the LLW and offers workers more secure terms and conditions.

3. Community Wealth Building approach



Why?

Community Wealth Building is rooted in Islington's corporate ambition to make the borough **a fairer place where everyone**, whatever their background has the opportunity to reach their potential and enjoy a good quality of life

Delivered through a **sustainable, inclusive, and locally-rooted economy**, where wealth is fairly shared; people are supported into and progress in well-paid, secure jobs; and assets and resources within the local economy **create prosperity and opportunity for all**

Community Wealth building is the means to achieve this, developing local assets, re-directing wealth back into the local economy, placing control and benefits back into the hands of local people

The case for an ambitious strategy with tangible targets was clear before Covid, the challenges and lack of opportunity faced by too many of our residents and businesses have been exacerbated by the pandemic, but we must **build back better**.



Proposed Strategic Framework

The Community Wealth Building Strategy is built on four pillars, supported by two cross-cutting foundations, and strengthened by the collective influence of anchor institutions

Economic Wellbeing

Tackling poverty and labour market inequalities to create & sustain good jobs

Inclusive Economy

Creating a sustainable, socially-just local economy, where wealth is shared

Progressive Procurement

Boosting and locking in local wealth through the council's buying power

Enabling Assets

Developing accessible, affordable assets for the benefit of all

Green Economy

Supporting Net Zero Carbon through green jobs, sustainable business practice, & low carbon assets

Equalities

Tackling economic inequality to bring residents out of poverty and ensure everyone has the opportunity to realise their potential

Anchor Institutions

Like-minded, local organisations who can also leverage their influence as employers, purchasers and asset owners

4. Reframing Islington's Economy Plans for 2021-2022



Phase 4 Reframing Islington's Economy (2021-2022)

Building back better for an inclusive, fairer, greener, more creative local economy through promotion of series of business support initiatives, including:

- **Business Support: £3m Additional restrictions grant funding** to fund commissioned business development/growth programmes and continue direct grant aid to business, including:
 - Create small **business directory** – to help anchor institutions and larger businesses to purchase locally, including our own commissioned services
 - Training and development programme for aspiring or start-up circular economy businesses
 - Inclusive entrepreneurialism to support Black and Minority-owned social impact business start-ups.
 - A local development scheme for democratically owned co-operatives
 - Promotion of Black-owned businesses on the high street and online, to increase footfall and spend with local businesses
 - A business development programme to stabilise existing street market traders and recruit new ones, aligned to the public realm project.
 - Grant-aid to hospitality businesses.
 - Continue Shop Local campaign – shop window displays and other promotional activities.

Phase 4 Reframing Islington's Economy (2021-2022)

Building back better for an inclusive, fairer, greener, more creative local economy through promotion of sectoral interventions

- **Priority sectors**
 - **Health and Care** – working closely with partners in the NHS and Adult Social care to ensure that local people are prioritised for local vacancies
 - **Green Economy** – Creating new opportunities in the 'green economy' with jobs related to new building techniques, and reusing and recycling.
 - **Construction** – Working with colleagues in housing to implement a new approach to apprenticeships with the new build programme, across a range of construction roles.
 - **Tech and Knowledge** – we are lead partner on LIFT (Leading Inclusive Futures through Technology), a £7.4m project to deliver jobs and training in tech and digital-related jobs.
 - **Creative Production** - building strong partnerships with creative production companies such as Film London and the N7 business cluster to plug local residents into new opportunities

- **Support at least 1000 unemployed** Islington residents into employment and increase the proportion of residents from black and minority ethnic communities into work by 60%
- **Deliver a programme of support for 50+ cohort**, to mitigate impact of end of furlough in September 2021.
- **Research project** with **The London Metropolitan University** to focus on understanding ethnic labour market inequalities to be able to set meaningful employment targets.
- **Develop and maintain a granular understanding** of the underlying state of Islington's economy, its business sectors, communities and labour market, including, analysis on the current levels of unemployment for parents and those aged 40+.
- **Renewed focus on supporting those placed into work** to sustain employment by tracking and monitoring at 13, 26 and 52 weeks

- Phase back **face-to-face provision** strategically, forming a **curriculum offer with an eclectic mix of in person, online and blended delivery**.
 - **Increase learner numbers** to reach the council target of **2000 unique learners** enrolled, resulting in **more residents benefiting from free skills training**.
 - Develop the curriculum offer to include **courses in Health and Social Care, the Tech and Green sectors** that contribute to the post pandemic recovery.
 - **Raise the quality** of the provision through **rigorous self-assessment, observations of teaching and learning and governance** so that the service is offering an **outstanding experience for residents**.
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5. Detailed actions completed 2020 - 2021



Detailed Actions

- 1. Adult Community Learning**
- 2. Libraries & Heritage**
- 3. Adult Employment Support**
 - a) Progress on Equalities**
 - b) Sectoral Focus**
 - c) Good Quality Work**
- 4. Town Centres, High Streets and Markets**
 - a) Nag's Head**
 - b) Finsbury Park**
 - c) Archway**
 - d) Caledonian Road**
 - e) Chapel Market**
 - f) Clerkenwell**
 - g) Bunhill**
- 7 Affordable Workspaces**

1. Adult Community Learning

- **Enrolment** of 986 residents on free courses over the academic year.
- **Learning** continues despite the challenges of Covid and lockdown.
 - Blended, 1:1 and small groups, supporting learners to succeed.
- **Digital skills during lockdown:**
 - 1:1 digital drop in sessions for residents at risk of digital exclusion.
 - New Essential Digital Skills courses offering qualifications for residents in digital skills.
 - Free coding training for 62 residents by local tech firms, Founders and Coders and Outlandish.





Development of Excellence in Teaching and Learning

Education and Training Foundation fund digital skills training for ESOL learners.

- Development of new resources to suit the needs of learners between pre-entry and Entry 3.
- Project engaged 27 residents with Easter Digital Skills for ESOL and Digital Skills for ESOL learners delivered in Summer 2021.





2. Libraries & Heritage

- Moved library services online, delivering events and exhibitions such as story sessions and a World War 2 exhibition. This led to a huge increase in the uptake of e-resources: E-books – over 175%
E-audio books – over 170%; E-newspapers and magazines – 100%.
- Supported key workers, vulnerable residents and children through lockdowns.
- Regular contact with all users during lockdown, providing support.
- Deliveries to key workers, and vulnerable children receiving books, music, films.
- “Get Islington Reading” - 10 primary and 3 secondary schools reading for pleasure, including parents and library membership.
- “We are Islington”; library staff redeployed to Test and Trace phone lines and befriending calls during the pandemic.



3. Adult Employment Support

Over the past year we have:

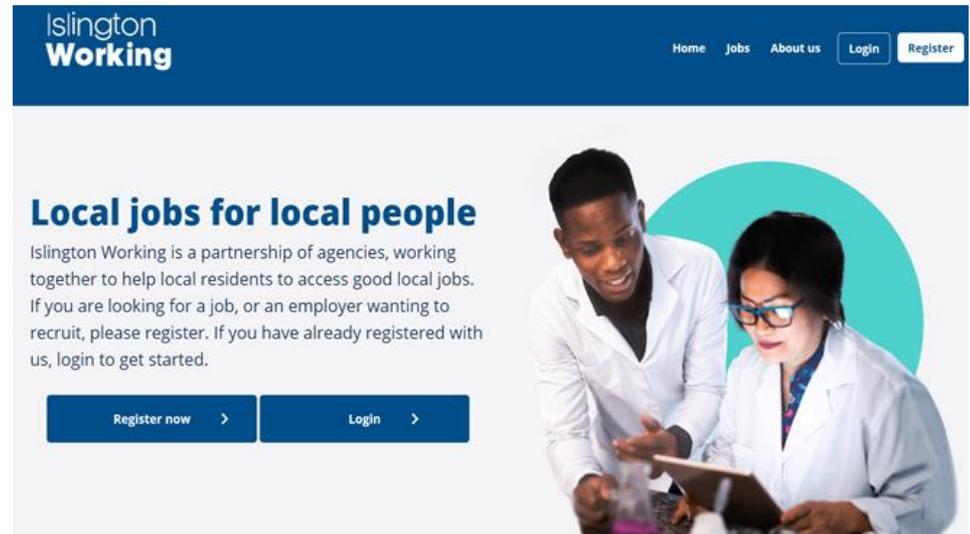
- Provided the right support to get over **900** people into work – despite lockdowns
- **Launched the Islington Working** Jobs portal, which allows residents to register and express their job preferences.
- **Convened a new forum** for BAME organisations to improve our reach into our ethnic minority and refugee communities. The forum aims to develop a greater understanding of employment support services that are available in Islington providing the opportunity to hear directly from members of the BAME community who have used employment support provision.

Strengthened our relationship with Bright Start to ensure parents across the borough have clear pathways to support from **iWork and the Islington working partnership**

- **New, national ‘Plan for Jobs’ employment programmes** Job Entry Targeted Support and Restart integrated into the Islington working and employability practitioners network.
- **Islington Working Bulletin** distributed to over **6,000 readers twice weekly**, offering access to good local jobs, vocational training, childcare support, household budgeting advice.
- **Partnership work underway** the council, DWP and the London Deaf Information Service to meet a gap in provision to support deaf residents into employment.

Recruit Local

- Developed the **Islington working jobs portal** which provides a free service to local high street employers. The portal was launched in **February 2021**
- **The portal provides employers** with a dedicated page to advertise vacancies and the option to have skilled brokers filter applications on their behalf.
- **1962 registrations**, 265 employers, and 764 local job roles advertised.
- All Council jobs advertised on website.



3a. Progress on Equalities

- Nearly half of the 998 residents supported into work in 2020-21 are from black, Asian or minority ethnic backgrounds
- A Black, Asian and Minority Ethnic Employment Forum raises awareness about employment support amongst black, Asian and minority ethnic communities
- The forum is linked to iWork, the Youth Employability & Skills team, Adult Community Learning, and Get Back on Track and three 'navigator' teams to help residents connect with a range of services, from employment to mental health to debt advice to housing. Those teams are based in Help on Your Doorstep, Age UK Islington, and Manor Gardens Centre.
- Black, Asian and minority ethnic businesses received information on how to bid for and deliver Council contracts through the Council's procurement process.
- iWork outreach started with LIFT Community Engagement visiting individual groups to explain support.
- The forum 'Talk For Health' shared intelligence about their mental wellbeing groups
- iWork information session on health and social care jobs with the Swahili group Stepping Stone.
- All groups signed up to the Islington Working twice-weekly e-bulletin and the Islington Working portal.

3b. Sectoral Focus & Good Quality Work

- During the pandemic, the Islington Health and Social Care Hub stepped forward as the key to local recruitment for social care contractors, and placed 47 residents into care roles in 20/21.
- Supported residents to access good work with responsible employers.
- Focused on key sectors that offer careers in construction, Health and Social care, the Green and Knowledge economies.
- Trialled new approaches to recruitment and training to remove systemic access barriers.
- Launched LIFT in September, which brings £3.5m into Islington to support better access to tech, digital, creative production and life science jobs across Islington and neighbouring boroughs.
- £600m New Build Programme, ensure fabulous new homes for our residents and careers for local young people in surveying, project management, engineering, and traditional skills.



3c. Islington Council Leads by Example

- Setting a standard for good practice and high quality services, ensuring that jobs are accessible to a diverse local talent pool
- All jobs advertised on the Islington Working internet portal.
- Starter opportunities offered in conjunction with vocational training. Living Wage Action Plan agreed with partner employers from across the borough, and **launched Islington in July as a “Living Wage Place”**.
- New temporary jobs on the Islington Working portal and promotion as a first step into work
- Local residents are supported with interview preparation for apprenticeships and job opportunities through Kick-start programme for young people
- Supporting the council’s ambition to be net zero carbon by 2030 by supporting local businesses to become greener, and by identifying training opportunities for residents to access green jobs



4. Town Centres, High Streets & Markets

- Since the start of the pandemic the council has supported local shops with **advice and free materials** enabling them to trade safely in circumstances where the law allows
- **Provided emergency support to small businesses** by recording their details and trading status into an online customer directory and brokering deals with zero emissions cycle delivery riders to deliver from local shops to residents.
- **Conducted free webinars led** by a local tech co-operative on tips for businesses to go online
- Piloting an offer to businesses to link their **inventory systems to Google** so that online searches capture goods and services available to people locally in Islington
- Transforming this information into a **'My Virtual Neighbourhood'** that will provide free branding, trading information, and raise Islington small business profiles across the whole of London.
- **Islington's Summer Discretionary Fund** included support for our evening and night time economy businesses, to provide direct financial assistance. **£1,250,000 of financial aid** was distributed with additional funds distributed to our evening retail.
- **Provided direct 1:1 assistance for our pubs** and venues on completing grant applications and guidance



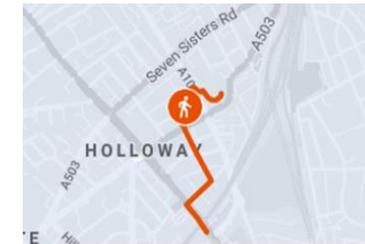
Shop Local

- **Innovative campaign to encourage** people to think more positively about shopping locally and know what to expect as they perhaps change their shopping habits after Covid-19.
- **To take pride in their local shops** and show their support for businesses reopening and remaining open in challenging times.
- **To promote High Street traders** as vital to the UK economy



6a. Nag's Head

- Town Centre Management Group supported local businesses and funded popular initiatives such as the Holloway Road flower baskets.
- One to one support to a range of town centre businesses, from market stalls and mobile phone repair kiosks to Holloway Road's unique Storm Rehearsal Studios.
- Supported Manor Gardens Welfare Trust's High Streets for All Challenge, developing a community led food coop and café, and proposals for Nag's Head improvements.
- Local uptake of energy efficiency and cargo bike grants, helping businesses reduce their environmental impact.
- Clean Air Villages 3 project with Cross River Partnership, lowering freight transport emissions and creating a new clean air walking route from Holloway Road Station to the Sobell Leisure Centre.



6b. Finsbury Park

- Launch of Wings Co-op, paying London Living Wage and offering restaurants an alternative cost effective delivery option
- Painting Finsbury Park bridge as a place-making initiative and to welcome back visitors
- Partnership with Muslim Welfare House, and funding for the Blackstock Road Outreach project, to tackle ASB and engage with young adults in the area.
- Launch of FC Designer Workspace to offer business and skills development in fashion.
- Conducted one to one engagement and face-to-face support with over 250 businesses.



6c. Archway

- A growing 80 strong forum of business representatives
- Improvements to Navigator Square to create a safer, greener and brighter space
- Walkabouts to highlight local issues and identify possible mitigating measures
- Grant aid to local pubs and venues, to help survive lockdowns
- New community-led Archway Strategy to recover the local economy and enable it to thrive



6d. Caledonian Road

- New local business managers recruited to the Caledonian Road Traders Association Board
- The Brewery Road Creative Industries cluster incorporated in the Traders Association to develop relationships and supply chain activity.
- Work to develop relationships with the Knowledge Quarter.
- Over 30 traders have been encouraged to register their businesses on the MyVirtual Neighbourhood platform.



6e. Chapel Market

- The Chapel Market inclusive economy project builds on the strengths of the existing affordable, diverse and inclusive market.
- £1.4 million Chapel Market Project (funded by the Greater London Authority (GLA) is scheduled to complete by September 2022.
- The project will deliver improved street infrastructure, signage and market space layout to make the market experience better for everyone. New planting and seating for community event space, to encourage people to spend more time in the market.
- More events and opportunities planned for the local community to socialise, relax and celebrate Islington's diverse culture at the market.



6f. Clerkenwell

- 5 new businesses so far committed to pay the London Living Wage following the announcement of Islington Living Wage Place Status on 5th July
- More Affordable Workspace for the community with the opening of the Ray Building
- Delivering the Bunhill & Clerkenwell Local Economy Strategy with integrated reporting system to compare performance across all Islington local economies
- Promoting funding opportunities for local traders, such as Covid relief and energising small businesses.
- £150k awarded to independent pubs and venues for Islington's culture grant



6g. Bunhill

- 134 local businesses awarded £363,500 grants as part of our Covid recovery schemes
- Town Square Spaces appointed to manage 3 affordable workspaces in Bunhill, developing local business and community connections including support for start ups and links to jobs in tech and digital companies.
- Whitecross Market made more resilient with support provided to meet community needs for affordable goods and services provided by the market.



Bunhill Waste Recovery Facility

7. Affordable Workspace

- **'Affordable workspace'** is space that: generally secured through the planning process; and charges at below-market rates (generally 80% or less) in return for the delivery of social value
- Already secured approximately 4,000sqm of space including prestigious locations include the White Collar Factory at Old Street, and The Ray in Farringdon Road, as well as £2m Good Growth Fund project
- **FC Designer Collective retail space launched on Sept 2020, with 13 Businesses received support and training (30% minority-owned) plus online training programme (apprenticeship programme and sewing masterclasses), facilitated by Adult Community Learning**
- **Over £450k Social Value delivered through Outlandish tech workspace, including training and securing jobs for 45 people for an 'advanced qualifications' tech boot-camp with Founders and Coders targeted at supporting under-represented groups into digitally-enabled jobs**



Space4 shifted online during the pandemic:

- Generated over £0.5m social value for residents in training and jobs; 63 people progressed into work
- 205 online events and training sessions held for over 1200 local people
- Delivered COVID-19 business support sessions to 75 businesses supporting them through the pandemic by going online

- **FC Designer Collective managed:**
- 10 designers working in store and 13 more receiving support and training
- Local residents joining the Finsbury Park Sewing Group
- To acquire free fabric which enabled 800 face masks for local people shielding



Next affordable workspaces

New affordable workspace contract signed for **Ray Building, Farringdon** with **City, University of London** to provide business support to Social Enterprises and community businesses – with Social Value targets integrated into contract management framework



New affordable workspace operator commissioned for **White Collar Factory and 160 Old Street** with **Town Square Limited** to locally owned micro businesses and inspire community enterprise start-ups.



Questions?