

Sustainable Development Select Committee		
Report Title	Economy and Partnerships Service – Implementing the 2018-2022 Corporate Strategy	
Key Decision	No	Item
Ward	All	
Contributors	Director of Strategy and Communications Director of Financial Services Director of Law Director of Corporate Policy and Governance	
Class		Date: 11/09/19

## 1. Purpose of the Report

- 1.1 This report briefs the Committee on the work of the Economy and Partnerships Service and sets out how the service contributes to the delivery of the 2018-2022 Corporate Strategy.

## 2. Recommendation

- 2.1 The Committee is asked for its views on the work of the economy and partnerships service
- 2.2 The Committee is asked to review and provide suggestions to strengthen the CDI Strategy, the Spatial Guidance and Local Economic Assessment
- 2.3 The Committee agrees to receive a draft of the new Inclusive Growth Strategy on our priorities for delivering Inclusive Growth through our work on employment, skills, support for businesses, inward investment at the end of 2019 or early 2020.

## 3. Policy Context

- 3.1 *Corporate Strategy* - This report sets out how the Economy and Partnership service supports the delivery of the Council's corporate priorities, as set out in the Council's Corporate Strategy. The work of the service contributes to all seven corporate strategy priorities but it is the lead service for delivering a number of the commitments under "Building an inclusive local economy".

## 4. Background

- 4.1 The Economy and Partnerships Service was set up in January 2017 following a review that brought together the Strategy and Partnerships Team with the Economic Development and Enterprise team under the Head of Strategy in the Resources and Regeneration Directorate, now the Director of Strategy and Communications in the Corporate Services Directorate.

4.2 The Economy and Partnerships (E&P) service works to support inclusive growth in the borough, which benefits all of our residents. The service works on cross cutting projects where multiple partners are involved; this includes services from across the Council, other local authorities, public sector organisations in Lewisham, developers, businesses and community/voluntary sector organisations.

4.2 There are 5 distinct teams within the service, they include:-

- Business Partnerships and Engagement;
- Lewisham Construction Hub;
- The Apprenticeship Team;
- The Support for Families Team;
- The Better Placed Partnership.

4.3 The service also delivers a range of inclusive growth programmes which are led by the head of the service working with officers within the E+P service, across the Council and in partner organisations.

## 5. Delivering the Corporate Strategy priorities

5.1 This section of the report sets out the current work of each of the teams within the E+P service followed by the corporate strategy commitments that are relevant to the work of each team.

### 5.2 *Business Partnerships and Engagement*

5.2.1 The Business Partnership and Engagement (BPE) team is the lead champion for businesses, particularly small businesses, in the Council and supports start-ups. The team, provides support for businesses to grow, works with businesses who are growing to stay within the borough and supports the creation of workspaces. The team aims to deliver jobs and economic growth for Lewisham through the following key programmes:-

- Inward Investment programme
  - SHAPES Lewisham – Deptford and New Cross Creative Enterprise Zone (CEZ)
  - South London Innovation Corridor (SLIC) programme
  - Good Growth Fund
  - Lewisham London
  - Local Economic Assessment (LEA)
- DeK Growth Programme funded through European Regional Development Fund
- Small business and enterprise development
  - Business start-up support/IAG
  - Dek Enterprise Hubs – Dek Catford and Dek Place Ladywell

5.2.2 *Shapes Lewisham* – [www.shapeslewisham.co.uk](http://www.shapeslewisham.co.uk)

New Cross & Deptford was chosen to be one of six London's first ever Creative Enterprise Zones by the Mayor of London in December 2018. Creative Enterprise Zones (CEZs) aim to:-

- **Space** - secure permanent, affordable, creative workspace, and live-work spaces
- **Skills and support** – build entrepreneurial skills and offer affordable business support to artists, start-ups, sole traders and small businesses as well as create jobs.

- **Policy** – develop Local Plans with pro-creative policies in planning, housing, business development, technology, super-fast broadband and infrastructure, and support local business rates relief policies
- **Community** – create socially-inclusive places and strengthen links with marginalised communities and education providers so that young and local people can access new jobs within the CEZ.

It builds on Lewisham Council's CDI Strategy (see attached report within appendix):

- Re-adopting and re-shaping Lewisham's creative identity
- Business development and developing dynamic local networks and clusters
- Ensuring space is available for creative production and CDI growth
- Refreshing local policies and strategies
- Supporting talent through enterprise and skills training that builds on FE/HE provisions
- Community links and social inclusivity

5.2.3 The Business and Partnerships team is working with the following key partners on SHAPESLewisham- Goldsmiths University of London, Trinity Laban Conservatoire of Music and Dance, The Albany, Second Floor Studios, Studio Raw, Lewisham Education Arts Network; and will involve grassroots community groups and other industry partners to provide governance and delivery. The SHAPESLewisham programme is a strategic programme for our borough with a value of c. £10m (inclusive of partners match funding), £520,000 is CEZ funding from the GLA. The Council is waiting to hear back the share of ESF funding that the GLA has earmarked for the six CEZs in London.

5.2.4 Our CEZ will benefit Lewisham by giving life to our ambition for the borough to be recognised as one of London's most significant creative and digital hubs. The geographical area that is covered by CEZ within New Cross and Deptford has been designated on the London Plan as a CEZ which will make it more attractive to funders as it will be seen as an area of sector growth and should therefore encourage further investments. Other benefits to the borough include:-

- The integrated interventions are intended to create the conditions for CDI sector transformation in Lewisham, helping to facilitate the social and economic outcomes that are expected in an increase in CDI employment by 2021/2022 up to 30% – 1300 people (up from 1000) employed and 700 (up from 400) businesses in CDI sector
- Uplift in creative production floor space by at least c. 9,861 sq.m
- It will facilitate the growth of emerging CDI clusters in other areas of the borough such as Catford, Forest Hill, Brockley and Lewisham Central, e.g. SHAPESLewisham website and social media is intended to promote the CDI sector across Lewisham, initially starting with those based in New Cross & Deptford.

5.2.5 Businesses will benefit from the CEZ in a range of ways including:-

- Access to affordable and appropriate workspace (studio and office) that will support our business community. Two flagship projects are:
  - 86 Studios and Gallery space as part of Deptford Foundry, by Second Floor Studios. Part of a joint CEZ launch on 15<sup>th</sup> by Deputy Mayor of Culture, Justine Simmons.

- Goldsmiths Enterprise Hub with innovation space within two retail units and upper terrace on New Cross Road and standalone incubator space behind (explained further in SLIC section).
- Business networking, collaboration, tailored business support (through the ERDF co-funded Dek London programme) and competition/awards
- Retaining creative talent from the borough's education institutions, Goldsmiths and Trinity Laban, and in the local creative community through pathways for access to employment and tailored enterprise support
- Embedding development policies within the local plan and identifying council's assets that can help the sector to thrive

5.2.6 The Business and Partnerships team is now working with the key strategic partners to deliver the activities in the CEZ Action Plan such as setting up the internal officer group, setting up Programme Partners Group, and towards set-up of a two-tiered approach built around Leadership Steering Board and expert information groups who will provide information and insight to the CEZ; potentially evolving into a new Community Interest Company.

#### 5.2.7 *South London Innovation Corridor*

The South London Innovation Corridor is a major new economic development partnership which aims to drive inclusive creative and tech sector growth across inner South London. The partnership is local authority led involving public, private, education and not-for-profit sectors across the boroughs of Lambeth, Lewisham, Southwark and Wandsworth. Programme governance includes:

- CDI talent development work stream
- Business support - Diversity and Digital (One tech business support) and Grassroots CDI
- Programme board
- Officers Group

5.2.8 The boroughs have been awarded a total of £8m from the City of London's Strategic Investment Pot (SIP) with a further £17M of match funding. Lambeth Council is the accountable body for the programme. The funding will be used in the following ways across the four boroughs:-

- £5.2m on workspaces
- £0.8m on business support
- £1.0m on talent development
- £0.2m on shared research and policy
- £0.8m on programme management

5.2.9 In Lewisham, the £1.3m SIP investment funding will support the refurbishment of two retail units and upper terraces on New Cross Rd, into an exciting innovation and enterprise hub with tailored business support by Goldsmiths and world-class industry partners. It will include a highly flexible open plan 'incubator' space based in a single storey building at the back catering for the needs of start-ups and access to the café and Goldsmiths' academic departments.



- 5.2.10 In addition to SIP funding, the Business Partnerships and Engagement team and Goldsmiths University of London have successfully used the SIP funding to secure £1m of match funding from the Mayor's Good Growth Fund. The balance of funding needed for the refurbishments of the units and the creation of the Enterprise Hub was c£2.5m and this has come from Goldsmiths.
- 5.2.11 Progress to date includes; a programme board has been set up, the scheme has received planning consent, a design team has been appointed and an Enterprise Hub Manager recruited to spear head the development of the business support ecosystem in advance of the Enterprise Hub which is due to be ready to open in early 2021.
- 5.2.12 The Business Partnerships and Engagement team is in the process of developing a second inward investment bid with Lambeth, Southwark and Wandsworth to the Strategic Investment Pot (SiP) administered by the Corporation of London. The bid is due to be submitted on 3<sup>rd</sup> September and we should hear if we are successful towards the end of the calendar year.
- 5.2.13 *Good Growth Fund*  
As mentioned above, the Business Partnerships and Engagement team was successful during 2018/19 in securing £1M from the Good Growth Fund to facilitate the development of the Goldsmiths Enterprise Hub. The SIP funding was used as match funding to secure the Good Growth Funding. Goldsmiths' Enterprise Hub governance framework includes representatives from Lewisham Council and the Greater London Authority:
- 5.2.14 *Lewisham London* – [www.lewishamlondon.co.uk](http://www.lewishamlondon.co.uk)  
One of the key roles of the Business and Partnerships team is to help shape the boroughs identity and promote Lewisham, its town centres and new developments as a place that is open for business. The team works to unlock and steer inward investment opportunities (either through bid writing and/or through working directly with investors or agencies like London and Partners) to drive inward investment into Lewisham. The team also works to influence and encourage take up of commercial spaces in new developments (e.g. consultee for pre-planning applications), minimise empty spaces and work with colleagues/partners to bring forward spaces to engage and attract new businesses and new commercial investment.

5.2.15 *Local Economic Assessment (LEA)*

The team commissioned a local economic assessment for LB Lewisham, in conjunction with the Planning Policy team; to provide current baselines, information on the overall health of the economy, and an outlook for demand trends and sector growth of the local economy. This has created a shared evidence base to underpin strategy development and local planning, and sits alongside the Annual Market Reports and the Employment Land Review. Please see attached report within appendix. The LEA has provided much of the information that we will use to develop the new Inclusive Growth Stratgy.

5.2.16 *Dek Growth Programme* – [www.deklondon.com](http://www.deklondon.com)

The deK Growth Programme is a pan-London programme that aims to enhance the competitiveness, innovation and growth of small businesses in the south-east and east of London by advancing their capacity and capability for high-growth business activities. Originally operating out of Lewisham’s deK Enterprise Hubs (Catford deK, Ladywell deK and Deptford deK), small businesses across Lewisham, Greenwich, Southwark, Newham, Tower Hamlets and Hackney, as well as more widely across the LEP area, are being supported to grow through a package of essential business growth support, advanced skill workshops, mentoring and bespoke consultancy solutions. Although these areas have a high proportion of creative and entrepreneurial small businesses, they are not fulfilling their growth potential in terms of employment and GVA (Gross Value Added) growth, and are being outcompeted by established ‘hot spots’ of economic activity – such as Canary Wharf, Silicon Roundabout, Old Street and Shoreditch.

5.2.17 The Business Partnerships and Engagement team is the lead for this programme working with Goldsmiths University of London, London Southbank University and London Small Business Centre (LSBC). It is co-funded by £1M ERDF from the GLA. At the end of April 2019 LSBC withdrew from the programme when it went into voluntary liquidation. The business support 1:1 support and networking events that used to be held on the 5<sup>th</sup> floor of the Old Town Hall as part of the programme are now held at Goldsmiths or LSBU as part of a new delivery plan. The programme budget and outcome have been scaled down to reflect the delivery changes.

5.2.18 The Dek Growth Programme focuses on accelerating and sustaining growth in small businesses. The programme is offered across three key stages providing a clear roadmap for businesses to travel from low-growth to high-growth activities.



5.2.19 In particular, at stage 2, the programme works to break down barriers that prevent business-university collaboration. As emphasised by the Dowling Review (2015), businesses, particularly small businesses, lack strong links with Higher Education Institutions (HEIs) and the wealth of knowledge and expertise they could offer growing businesses to develop their capacity and capabilities. Partnering with Goldsmiths, University of London and London

South Bank University, the deK Growth Programme has increased business productivity and competitiveness by enabling research and idea exchange tailored for specific business needs. The deK Growth Programme has benefited from the strong partnerships that the Economy and Partnerships Service has established with Goldsmiths and LSBU.

5.2.20 Overall the deK Growth Programme supports SME capacity for economic growth and job creation. This programme directly supports the delivery of the corporate strategy priority, “we will expand our business growth programme to reach 300 small businesses by 2020, and support more start-up businesses to grow and become sustainable”. The programme is currently working to deliver the following outputs by December 2020

- Number of enterprises receiving 12 hours+ support– 200.
- Number of enterprises receiving non-financial support – 200.
- Number of new enterprises supported – 25.
- Employment increase in supported enterprises (New jobs created) – 20.
- Number of enterprises supported to introduce new to the firm products – 50.

5.2.21 We are on track to achieve the programme targets by the life-span of delivery; as at end of July 2019, 175 established businesses from across London have been supported with 1 to 12+ hours of support through the programme, a third from Lewisham. The performance of progress against all Corporate Strategy commitments is monitored regularly by Corporate Policy and reported to Mayor and Cabinet.

5.2.22 *Small Business and Enterprise Development*

The Business Partnership team are the main advocates and champions of small business, social enterprise and entrepreneurship in Lewisham. This includes responsibility for the day to day facilitation and contract management of the Dek Enterprise Hubs and ensuring that our start-ups and SME businesses have access to adequate business support and advisory services.

5.2.23 The team works to support the expansion of affordable and flexible workspace development in the borough, primarily with the aim of using the “Dek Enterprise Hub” brand where possible and promoting via information, advice and guidance our vacant spaces (including Council’s assets). Following the liquidation of one of our DeK delivery partners, the team has brought back in-house the management of the 5<sup>th</sup> floor Old Town Hall and Place Ladywell DeK. The 4<sup>th</sup> floor Old Town Hall continues to be successfully run by Bow Arts. Mayor and Cabinet will discuss the future direction for the existing DeK Hubs in September 2019.

5.2.24 The team works with industry partners such as the Chamber of Commerce, the Federation of Small Businesses, local business groups and have formed a Lewisham Business Support Forum to ensure that our businesses have support to deal with the key issues and challenges that they face. To this end we recently signed the Federation of Small Business Charter which confirms our intention to work to find ways to support small businesses. The team also promotes initiatives and funding opportunities that may be of interest to our businesses e.g. the Greater London Investment Fund.



5.2.25 In addition the team are working to have up to date list of vacant commercial property and workspace information that can be disseminated to residents and businesses looking for business space.

5.2.26 In order to celebrate and promote our local business start-up, innovation and expansion throughout the borough, the team hold events such as the Mayor's Business Awards and we acknowledge local businesses that pay their staff the London Living Wage rate.

### **5.3 *The Lewisham Construction Hub (LCH) incorporating the Local Labour and Business Scheme Team - [www.lewishamconstructionhub.co.uk](http://www.lewishamconstructionhub.co.uk)***

5.3.1 The Lewisham Construction Hub is central to the work the Economy and Partnerships team does to ensure that our residents and businesses are effectively prepared for and gain access to the economic opportunities created by the unprecedented pipeline of development activity in the borough, with a focus on securing employment, training, learning and contracting opportunities for our residents and businesses.

5.3.2 The Government's announcement of the Growth Deal for London in July 2014 included £70m of New Homes Bonus (NHB) funding to be used with London boroughs on projects to support the London Local Economic Action Partnership's (LEAP's) Jobs and Growth Plan - The LEAP's New Homes Bonus Programme. The Council's project, "Transforming Construction Skills for South London (Lewisham Construction Hub)" was approved for funding as part of this programme.

5.3.3 The project was developed in partnership with LB Southwark and LB Lambeth, Lewisham Southwark College, Lambeth College, South Thames College, London South Bank University and the Construction Industry Training Board. In 2015, a feasibility study and business case development work was undertaken. As part of this work a construction labour forecast was produced for Lewisham, Lambeth and Southwark. The labour forecast gathered data for approximately 80% of the current and pipeline construction activity in Lewisham, Southwark and Lambeth, covering the following categories:

- Residential
- Commercial
- Industrial
- Infrastructure
- Schools & council-owned assets
- Housing repairs and maintenance

5.3.4 The labour forecast found that a £7.3 billion pipeline of investment was expected across these three boroughs over the next 10, that is to 2025. The construction activity that will take place to deliver this investment presents a range of significant economic opportunities that must be harnessed at the local level, however there are a number of challenges that need to be addressed in order to achieve this, including:-

- Limited forward planning in terms of FE skills provision that responds effectively to industry need
- The move from direct delivery towards subcontracting limits the main contractor's ability to influence up-skilling and apprenticeship creation
- A historic lack of construction industry investment in skills



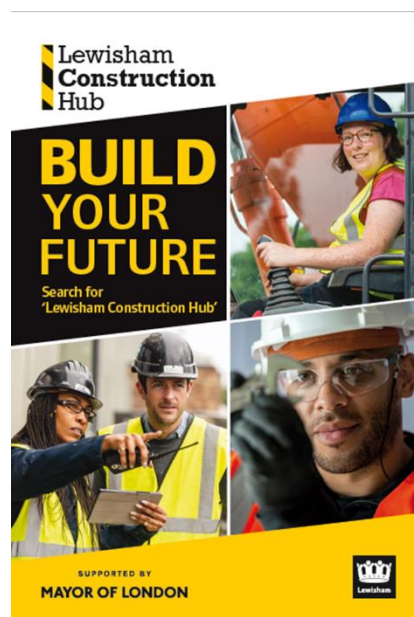
- A move towards compressed programmes and off-site manufacturing
- A general lack of awareness of the range of opportunity in construction
- Low levels of interest in jobs in construction amongst target communities
- Low levels of take up of training and employment opportunities
- Job brokerage- other than the jobs centre, there are no other job brokerage services within the borough
- Access to the supply chain of the main contractors

5.3.5 The Council decided in 2016 to proceed with the creation of the Lewisham Construction Hub independently of its tri-borough partners, London Borough of Lambeth and London Borough of Southwark, with an initial focus on developments in Lewisham. The LCH is now working with these two councils and London Southbank University on the Mayor of London's Construction Academy which is very similar to the LCH but extends our residents access to construction training and employment opportunities across London. We are also part of the London South East Colleges (LSEC) Mayors Construction Academy which means we are able to access opportunities with partners from Greenwich, Bexley right through to central London.

5.3.6 The Lewisham Construction Hub is located on the Lewisham College Deptford Campus site making it extremely accessible to residents as there is a physical building for them to receive the service. Two contracts were awarded under the LCH. Lot 1 was for the delivery of Construction Training, Apprenticeship and Employment services, Lot 2 for the delivery of Local Construction Supply Chain Development Contract. Both contracts have to date struggled to achieve their targets. Deeds of variation have been agreed with both suppliers bringing 50% of the Lot 1 contract in-house and all of Lot 2 in-house to the Local Labour and Business Scheme team from July 2019.

5.3.7 The Lot 1 provider (Lewisham College) has a new management team who are all committed to the successfully delivery of this programme and have made it one of their priority projects. A Recovery plan from the Lot 1 provider for the revised contract targets and an Action Plan to deliver the outstanding targets by the LLBS team are in place and being implemented.

5.3.8 In addition to the work of the LLBS team, supporting businesses to be procurement ready is also taking place through the Lewisham Deal work, through work around the Locality agenda and corporately through the Procurement team. To this end the most recent market warming event took place in the hub on 12<sup>th</sup> August 2019 where local businesses met with officers working on the tendering of the Council's Facilities Management contract to discuss what "Lots" are coming up, in what order and what the commissioners are looking for in terms of completing the PQQs.



## 5.4 *The Apprenticeship Team*

- 5.4.1 The Mayor's Apprenticeship Programme was set up in 2008 as part of the Mayor's Ten Point Plan which was a response to the challenges our residents, in particular young people, were facing as a result of the Credit Crunch. Mayor and Cabinet agreed to establish an Apprenticeship scheme in public services (with the potential to do this across public sector partners and in conjunction with other London Local Authorities) on 19<sup>th</sup> November 2008.
- 5.4.2 Over the last ten and a half years a total of 501 residents have participated in the programme working either at the Council or in one of our partner organisations. Our outcomes continue to be very impressive with:-
- 80% of our apprentices going on into a permanent role
  - 88% of Council apprentices progressing into permanent employment
  - We have worked with over 60 organisations across London
  - We have delivered apprenticeships in over 50 different subject areas
  - It is a multiple award winning programme
- 5.4.3 The Mayor's Apprenticeship Programme is open to Lewisham residents who are aged 16-64 years old interested in learning new skills and gaining work experience in order to move into further/higher education or employment.
- 5.4.4 The Corporate Strategy 2018-22 has a target of achieving 250 apprenticeship starts through the Mayors Programme by 31<sup>st</sup> March 2022. We have achieved 35 starts as at 31<sup>st</sup> August 2019. Our performance is currently below target but there is a robust action plan in place and the number of opportunities in our pipeline is very encouraging and so we should meet the overall target.
- 5.4.5 Our current pipeline includes 16 new apprentices recently recruited; 8 are starting in September and 8 are currently going through HR clearing and contracts, so by the end of October we should have 51 starts on the programme. We are also currently advertising for 11 new vacancies so if all of these transfer into starts we will have 62 starts by November 2019. This is

all taking place at the same time as we continue to seek new apprenticeship opportunities.

- 5.4.6 The Apprenticeship Team (of one FTE Coordinator supported by an apprentice!) offer a full front end recruitment service to service managers within the Council or in partner organisations at nil cost. This includes:-
- Business development services – where the team meet with prospective new employers or service managers to discuss the benefits of employing apprentices and to encourage them to use the Mayors Programme particularly if they are an external organisation
  - Assisting managers to create job descriptions, adverts and identify the type and level of apprenticeship
  - Leading on the marketing of all our opportunities using all the comms channels and platforms available to the team
  - Assessing all applicants to ensure they have an adequate level of basic maths and English. We administer paper tests so this involves arranging for groups of people to come in, a room is booked for them to sit the test, the tests are marked and then the application forms from those who pass the assessments go forward to the managers for shortlisting
  - The team prepare all the shortlisting packs
  - Once the interviews take place the packs are returned to the team who then collate all the required paperwork and return them to Corporate HR for processing for roles that are based in the Council. For roles outside the Council, local arrangements apply but in general the paperwork gets processed by their HR departments.
- 5.4.7 Once an apprentice is offered a start date the team work with the service to ensure that they are prepared for the apprentice and have an appropriate induction plan in place. In many cases apprentices are going into their first job or returning to work after a significant break so their induction needs to be tailored to meet their needs in addition to the standard Council induction programme. The team also work with the Managers and a training provider to identify an appropriate course for each apprentice employed through the Mayors Programme. The team ensure the induction, start date and assessor meetings are organised within the first month of the apprentice starting on behalf of the service manager.
- 5.4.8 Whilst on the programme the apprentices are supported by the team in a number of ways to ensure that they not only achieve their apprenticeship, we support them to ensure they have a memorable and positive experience and they are exposed to more than just their day to day role. All apprentices are assigned a mentor and encouraged to work with their mentors to address any issues that may come up either within the placement or outside that place them at risk of not completing. So this could be rent arrears, difficulties with nursery placements etc. The apprentice is also supported by their training provider, line manager and the apprenticeship coordinator who remains their primary point of contact and is the person entrusted to see them through their journey.
- 5.4.9 The Coordinator runs an Apprenticeship Forum that meets every two months bringing apprentices together to discuss any issues that the apprentices encounter and offers an opportunity for the Coordinator to meet with all the apprentices in one go. Finally the Coordinator works with every apprentice and their managers as they approach the end of the placement/apprenticeship to prepare them for their next step such as moving into permanent employment

or support them to progress onto other positive outcome. This includes job searches and interview preparation, including doing mock interviews.

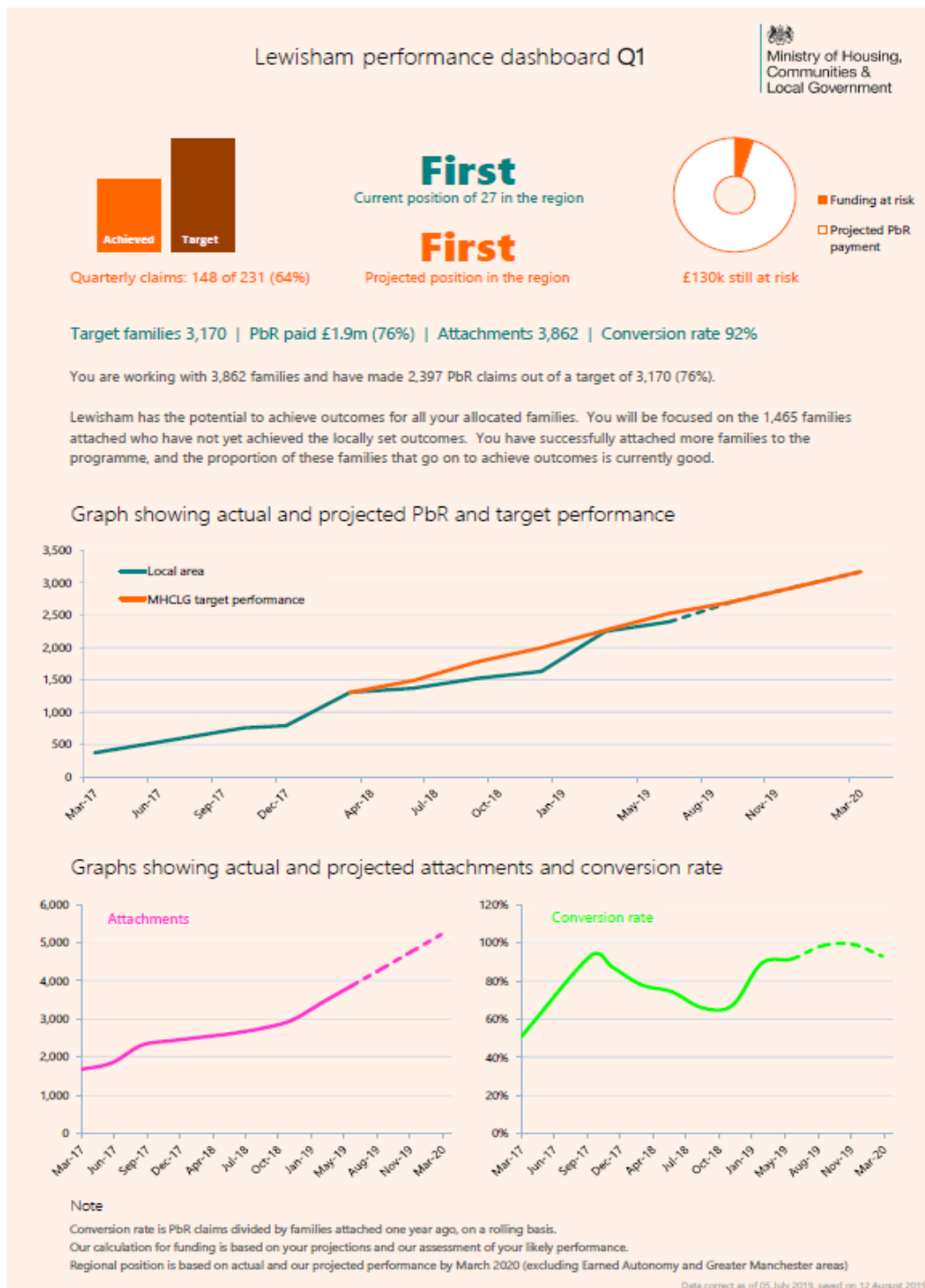
- 5.4.10 Most of the support in place has been running for a long time (nearly ten years) so the apprenticeship team will be carrying out a survey of the current set of apprentices both within the Council and in partner organisations to get feedback on the service, any key issues and improvements. It will be interesting to review the findings to see if their wants and needs are similar across the programme or if there is a variation depending on the organisation. This knowledge will be useful as we roll out our Lewisham Deal work to increase recruitment of apprentices by our partner organisations through the Mayors Programme.
- 5.4.11 The team hold a number of events to promote and celebrate the achievements of our apprentices. The Mayor meets apprentices as part of the annual “Back to the Floor” events that take place in apprenticeship week as well as an annual Apprenticeship Graduation ceremony.
- 5.4.12 Finally, as part of our commitment to support and increase the number of people participating in apprenticeships the team administers the Lewisham Apprenticeship and Workforce Development Fund. Local businesses wanting to get funding to upskill their existing staff or to recruit new apprentices into their businesses can apply to the team for funding from the Council’s unspent Apprenticeship Levy pot.

## **5.5 The Support for Families Team**

- 5.5.1 The Support for Families team delivers the Governments Troubled Families Programme in Lewisham. This is a five year programme that is due to end on 31<sup>st</sup> March 2020. The team works in partnership with a range of Council services and partner agencies to identify families that meet the Government’s Troubled Families criteria and work with these families to help address their challenges and barriers to employment.
- 5.5.2 As a testament to the partnership nature of this programme and the wider service, the Support for Families team includes two JobCentre Plus work coaches who are attached to the Support for Families Team.
- 5.5.3 This is a Payment By Results (PbR) programme, payment is based on identification of families (£1000 per family) and on a successful claim (£800 per claim). The team are responsible for securing the income for the Council. Currently the income from the programme is used to fund the Core Assets contract commissioned to support the Early Help service in the CYP directorate.
- 5.5.4 The five year programme targets were as follows:-
- Identification target – 3170 families
  - Claims target – 3170 families
  - Total PbR income available to Lewisham - £5,706,000
  - Total number of families attached is 100% of target and we have earned £3,170,000
  - Total number of claims made as at 30<sup>th</sup> June 2019 is 2397 which has earned Lewisham £1,917,600

- In total the Economy and Partnerships team has to date achieved £5,087,600 funding for Early Help services. There is £618,400 left to claim for our services that support our most vulnerable families.

5.5.5 Lewisham has already achieved 100% on the identification target and is on track to achieve 100% of claims. Below is a copy of the latest quarterly performance report from the Ministry of Housing Communities & Local Government (MHCLG) on Lewisham.



## 5.6 The Better Place Partnership

5.6.1 Getting residents into work and into better work is at the core of the Better Place Partnership in central south London. The partnership spans the dynamic yet different boroughs of Lambeth, Lewisham and Southwark working with the south London district Jobcentre Plus (JCP). The Partnership works together on areas of common concern relating to growth, economic development and skills and is overseen by a Joint Committee of the three borough leaders/Mayor. The Joint Committee is supported by a board of senior leads from each organisation in the partnership in addition to task and finish groups which oversee specific programmes. The staff resource who facilitates the work of the Better Place Partnership is based in the Economy and Partnerships team and works across the three boroughs. Strong governance and honest, collaborative relationships have been key to the partnerships' success.

5.6.2 The three boroughs started working together because of shared challenges around unemployment and low skills levels for some residents; coupled with a fragmented employment and skills system that was failing to meet local needs and was difficult to navigate. The partnership is more than worthy words and good intention - the three boroughs and Jobcentre Plus have invested £800,000 into the partnership and secured £1.6m of external funding for the partnership's flagship programme Pathways to Employment. This programme started in April 2017 and ended in March 2019 and achieved the following programme outcomes:-

PtE performance	Number receiving 6+ hours of support	Number into employment	Sustained employment 26-32 weeks	Number additional progress <sup>1</sup>
Target	1176	534	265	796
<b>Total Achieved</b>	<b>1254</b>	<b>539</b>	<b>315</b>	<b>781</b>
Total achievement (%)	106%	101%	119%	98%
Lambeth target	420	190	94	282
Lambeth Achieved	435	183	96	266
<b>Lewisham target</b>	<b>420</b>	<b>191</b>	<b>94</b>	<b>284</b>
<b>Lewisham achieved</b>	<b>471</b>	<b>191</b>	<b>106</b>	<b>285</b>
Southwark target	336	153	77	230
Southwark achieved	348	165	113	230

\*\* Additional progress (help to overcome wider barriers such as criminal record or debt)

5.6.3 Now five years old, our partnership is growing in maturity and strength and has helped in changing lives. Political alignment, strategic alignment and operational delivery are all combined with strong relationships focused on getting the best possible deal for our residents, which together make up a population the size of the city of Manchester.

- 5.6.4 The partnership is now assessing its shared challenges and aspirations around supporting residents to progress out of low paid employment, and addressing the challenge of in-work poverty. This will include securing external funds for an in work progression pilot. The pilot will build on the learning to date and extend the pathway of support for residents not only into employment but through residents' employment journeys. We remain convinced that by working together as one, and further to pooling financial resources we're better placed to give residents the practical support they need to build different and better lives into the future.

## **5.7 Inclusive Growth Programme**

- 5.7.1 Working to deliver inclusive growth for ALL our residents and businesses is the vision and at the heart of the Economy and Partnerships service. In addition to the programmes of work set out above, the service also leads on the delivery of a range of projects and initiatives that drive forward our Inclusive Growth focus. These include:-

- Increasing the number of London Living Wage accredited businesses. The service works to promote the benefits of Living Wage accreditation to businesses and we disseminate information about support and incentives provided by the Council such as the Business Rates relief incentive. Increasing the number of London Living Wage employers is a specific Corporate Priority commitment for this and we are currently well on track to achieve the target
- Delivering the Lewisham Deal – this programme brings together the anchor institutions, (Lewisham College, Lewisham Hospital, Phoenix Community Housing, Lewisham Homes, Goldsmiths University) to deliver an inclusive local economy for all our residents and businesses especially around procurement activity, creating apprenticeships, providing information and guidance and promoting London Living Wage accreditation to businesses. The Lewisham Deal was one of the recommendations from the Poverty Commission in 2017
- Employment and Skills – particularly coordinating the implementation of the Work and Health Programme, facilitating meetings of the Lewisham Service Providers Forum and contributing to corporate activity on projects that aim to support residents into work e.g. the Homelessness Trailblazer pilot
- Providing a link between the work of planning, regen and others to ensure that Lewisham businesses and residents are at the heart of our regeneration activity
- Providing expertise to colleagues and external partners on how to secure a variety of social value outcomes through procurement job opportunities and community engagement

## **6. Economy and Partnerships and the 2018-2022 Corporate Strategy**

- 6.1 The work of the Economy and Partnerships Services contributes to the following Corporate Strategy commitments:-



6.2 Commitments that the service leads on

Commitments	Programme(s)
We will double the number of Living Wage employers in Lewisham	<ul style="list-style-type: none"> <li>• Inclusive Growth – Living Wage</li> </ul>
We will support an additional 250 people through the Mayors Apprenticeship scheme	<ul style="list-style-type: none"> <li>• Mayors Apprenticeship Programme</li> </ul>
We will create more enterprise hubs	<ul style="list-style-type: none"> <li>• Inward Investment</li> </ul>
We will expand our business growth programme to reach 300 small businesses by 2020 and support more start-up businesses to grow and become sustainable	<ul style="list-style-type: none"> <li>• DeK London Growth Programme</li> </ul> <p><i>Also supported through:-</i></p> <ul style="list-style-type: none"> <li>• SiLL – Start-ups in London Libraries</li> <li>• Lewisham Construction Hub</li> </ul>

6.3 Commitments that the service contributes to:-

Commitments	Programme(s)
We will deliver 1000 new social homes	<ul style="list-style-type: none"> <li>• Lewisham Construction Hub</li> <li>• Inclusive Growth – procurement etc</li> </ul>
We will improve our children’s social care services to provide support for families at the earliest opportunity	<ul style="list-style-type: none"> <li>• Support for Families</li> </ul>
We will work tirelessly with our partners to keep Lewisham’s children and young people safe from exploitation, violence and serious youth crime	<ul style="list-style-type: none"> <li>• Support for Families</li> </ul>
We will work with our local communities to ensure that children and young people have early access to a strong and ambitious early help offer	<ul style="list-style-type: none"> <li>• Support for Families</li> </ul>
We will work with our partners to ensure that young people transitioning into adulthood achieve the best possible outcomes in relation to education, work, healthy lives and strong community connections	<ul style="list-style-type: none"> <li>• Support for Families</li> <li>• Mayor’s Apprenticeship Programme</li> <li>• Lewisham Construction Hub</li> </ul>

Commitments	Programme(s)
	<ul style="list-style-type: none"> <li>• Inclusive Growth programme</li> <li>• Inward Investment programme</li> </ul>
We will support our care leavers to stay in education, progress to higher education and take up apprenticeships and other work opportunities	<ul style="list-style-type: none"> <li>• Lewisham Construction Hub</li> <li>• Mayors Apprenticeship programme</li> </ul>
We will work with parents and schools to reduce exclusions	<ul style="list-style-type: none"> <li>• Support for Families</li> </ul>
We will roll out a business rate discount for employers who commit to fair pay	<ul style="list-style-type: none"> <li>• Inclusive Growth – Living Wage</li> </ul>
We will require large contractors to provide high quality apprenticeships for local residents where possible	<ul style="list-style-type: none"> <li>• Inclusive Growth programme</li> <li>• Mayors Apprenticeship Programme</li> <li>• Lewisham Construction Hub</li> </ul>
We will support adults to access high quality learning	<ul style="list-style-type: none"> <li>• E+P Service wide</li> <li>• Lewisham Construction Hub</li> <li>• Support for Families</li> <li>• Better Place Partnership</li> </ul>
We will review public sector procurement to maximise investment in local independent businesses and support local inclusive growth	<ul style="list-style-type: none"> <li>• Inclusive Growth – Lewisham Deal</li> <li>• Lewisham Construction Hub</li> </ul>
We will develop an Evening and Night-time Strategy. We will focus on our arts and music spaces and enable more cafes and restaurants to stay open late in the evenings to bring our town centres to life	<ul style="list-style-type: none"> <li>• Small Business and Enterprise Development</li> </ul>

Commitments	Programme(s)
We will work with TfL to extend the Bakerloo line	<ul style="list-style-type: none"> <li>• Inward Investment programme</li> <li>• Lewisham Construction Hub</li> </ul>

## 7. Looking ahead to a new Inclusive Growth Strategy for 2019 and beyond

7.1 Work has begun on a new Inclusive Growth Strategy (2019-2022) that aims to support our residents gain the skills and experience to enable them to access good quality jobs or progress into better jobs. The new Strategy will need to incorporate and reflect the new policy framework and a number of key initiatives including the Government's industrial Skills Strategy, the Mayor of London's Skills for Londoners and GLA's Economic Development Strategies, along with the Central London Forward's Skills Strategy and Inclusive Growth Strategy.

7.2 The service has been thinking through possible implications of Brexit on our residents. Whilst things are still uncertain, most commentators predict a rise in unemployment so the new strategy will set out how we will support our residents and local businesses through the medium and long term impacts of Brexit (with whatever information is known at the time).

7.3 The new Inclusive Growth strategy will also set out how the Council will deliver the Corporate Strategy commitments and our priorities around tackling the challenge of low-pay, supporting our residents especially our vulnerable residents access skills and employment for work, increasing participation in apprenticeships and delivering the Lewisham Deal

7.4 Finally, in addition to setting out priorities around employment and skills, the new Inclusive Growth Strategy will also incorporate priorities to support Small and Medium sized Enterprises as well as work around our Inward Investment programme that's aimed at supporting growth sectors to create local jobs and thereby bringing opportunities for residents to gain skills and access to jobs.

7.5 It is therefore recommended that Committee agree to receive a draft of the new Council Strategy on our priorities for delivering Inclusive Growth (employment, skills, support for businesses) later this year.

## 8. Legal Implications

8.1 Under S1 of the Localism Act 2011 the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited.

8.2 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

7.3 In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

8.4 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above.

8.5 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

## **9. Financial Implications**

9.1 The programmes outlined in this report are being funded from the existing Revenue Budget or through grants from external sources. There are no additional financial implications arising from the report.

## **10. Crime and Disorder Implications**

10.1 There are no direct crime and disorder implications arising from this report.

## **11. Environmental Implications**

11.1 There are no immediate environmental implications arising from this report.

## **12. Equalities Implications**

12.1 Our vision and ambition for our borough is that:

***“Together we will make Lewisham the best place in London to live work and learn.”***

This is underpinned by hard-edged principles for:

- **reducing inequality** – narrowing the gap in outcomes for citizens
- **delivering together efficiently, effectively and equitably** - ensuring that all citizens have appropriate access to and choice of high quality local services

12.2 The Council's Comprehensive Equality Scheme (CES) for 2016-20 provides an overarching framework and focus for the Council's work on equalities and helps ensure compliance with the Equality Act 2010.

12.3 The Council equality objectives through the CES include:

- **tackle** victimisation, discrimination and harassment
- **improve** access to services
- **close** the gap in outcomes for all residents
- **increase** mutual understanding and respect within and between communities
- **increase** citizen participation and engagement

12.4 The strategy addresses the Council's equality objectives as it includes measures to improve access to services for our most vulnerable residents particularly through the implementation of the Local Services Support Framework. The core aim of the strategy is to provide a framework for DWP/the Council and other partners to work to reduce the number of residents on the JSA register, this supports our equality objectives as increased number of residents will participating in work related activity.

### **13. Background Papers**

13.1 There are no background papers other than the appendices

### **14 Further Information**

14.1 If you would like further information on this report please contact Fenella Beckman, Head of Economy and Partnerships, on 020 314 8632.

Appendix A –