

MAYOR OF LONDON

European Social Fund (ESF) Programme

Project Requirements

Creative Enterprise Zone: Brixton (Lambeth)



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1. Project Requirements– Creative Enterprise Zone: Brixton (Lambeth)¹

1.1 Project Overview

This £500k Project will complement the Brixton Creative Enterprise Zone. It has two focused funding streams; ‘Young people into work’ will help young people to access employment support and training and find jobs in the creative industries. It will work with businesses in the designated Brixton CEZ (and wider borough) to broker work placements and job opportunities. ‘In work progression’ will support people working in creative businesses in the Brixton CEZ (and wider borough) to gain skills, grow their business and progress in work. This Project will run from April 2021 to June 2023.

- Key activities: Personalised support to overcome barriers to employment, progression in work or employment sustainability. Support to attain sector specific work experience, qualifications, mentoring, employability support, support whilst in employment. Employer guidance and training to broker opportunities and promote inclusive working practices in the CEZ.
- Funding: £500k (£250k per funding stream)
- Number of Projects supported: One grant to be awarded.
- Geographical focus: Residents of the London Borough of Lambeth and businesses in the designated Brixton CEZ and wider borough.
- Target groups: People living and working in Lambeth, either unemployed or working in the creative industries, with a focus on groups underrepresented in the sector.

¹ To be read in conjunction with the Mayor’s ESF Programme Creative Enterprise Zones Prospectus

- Primary Result:
 - a) **‘Young people into work’** A minimum of 60 Participants enter employment, education, or training.
 - b) **‘In work progression’** A minimum of 80 employed participants (“employees”) gain an improved labour market status.

1.2 Introduction

London is a global capital for arts and culture. Artists and creative industries make a huge contribution to London’s reputation as an open, creative, diverse city. Culture and the creative industries are a core priority for the Mayor of London (the Mayor) administration. The Mayor is delivering his bold flagship programme to develop Creative Enterprise Zones (CEZs) across London.

The creative industries are the UK’s biggest growth sector, growing four times faster than the economy average. London’s cultural and creative industries generate £52 billion each year and one in six jobs in the capital is in the creative economy.² Creative workers are amongst the most productive and 87 percent of creative roles are at low risk of automation.³

The creative sector provides a significant opportunity to strengthen London’s economic base by contributing to higher wages and productivity, inward investment and a range of employment opportunities – from entry-level to skilled, specialist roles. The creative industries also positively improve community wellbeing, a sense of place and attract visitors to the city.

The Mayor has designated CEZs⁴ across London to provide the conditions where artists and creative businesses can put down roots and not be displaced by rising prices. These clusters of creative activity will provide long-term affordable workspace for artists and creative businesses alongside support for start-ups and will enable local people to learn creative sector skills and find new jobs and opportunities. Realising the benefits of CEZs for local communities will hinge on strong understanding of the jobs and career

²Rocks, C. (2017) London’s creative industries – 2017 update, GLA Economics, Greater London Authority
https://www.london.gov.uk/sites/default/files/working_paper_89-creative-industries-2017.pdf

³ NESTA, Bakkshi, H., & Fred, C. B. (2015). Creativity v Robots: The creative economy and the future of employment

⁴ <https://www.london.gov.uk/press-releases/mayoral/mayor-announces-first-creative-enterprise-zones>

opportunities provided by the creative sector and the development of relevant skills amongst the potential workforce.

In light of the COVID-19 crisis, it will be more vital than ever that the sector both supports, and is representative of, the communities it serves. This project aims to deliver these conditions. In particular it will broaden understanding of creative career opportunities and pathway needs and will actively promote participation in the sector amongst a more diverse and representative group of local talent, helping to support local recovery and maximise opportunities.

1.3 Definition of Creative Industries

The Department for Digital, Culture, Media and Sport's (DCMS) definition of creative industries incorporates the following sub-sectors: advertising & marketing; architecture; crafts; design - product, graphic & fashion design; film, TV, video radio & photography; IT, software & computer services; publishing; museums, galleries & libraries; and music, performing & visual arts.

1.4 Background

The UK's first six Creative Enterprise Zones were announced in December 2018. They are defined areas in which local authorities and creative industry leaders have committed to put in place the projects, policies, and practical support needed to preserve and grow the local cultural and creative economy and to embed artists and small creative businesses into local planning frameworks for the long term.

This means creating new affordable production space, offering incentives and support to artistic and creative sector businesses, creating training and education opportunities for diverse talent to access local creative jobs and ensuring community access to culture. The Zones deliver on the Mayor's Culture Strategy and its commitment to culture and good socially inclusive growth.

Brixton's economic centre is small, tightly-knit and well connected. Its creative cluster is found in the town centre and the side streets, archways and industrial pockets of space around its core. Brixton's creative cluster is responsible for world-class creative production, entertainment and social impact driven practice. Dalton Maag produces craft typography for the BBC. Livity have become one of the UK's most respected agencies with local young people central to their growth. Photofusion — London's largest independent photography resource centre and specialist in supporting young creative talent create above bustling market stalls and restaurants of Brixton Village. Beneath Coldharbour Lane, Jellyfish Pictures work on the next Star Wars movie. Rerezent Radio broadcast

cutting-edge UK music from Pop Brixton. Bureau of Silly Ideas inject art and surprise into everyday places. Squire & Partners design buildings for clients across the world. Some of Brixton's most recognisable cultural organisations, The Brixton Academy and Ritzy, were founded by local entrepreneurs with grant funding support from the council in the early 1980s. This collaboration continues today. Pop Brixton delivers affordable space to 47 independent businesses (including creatives), 200 jobs, 5,800 volunteering hours and £9m per annum for the local economy⁵.

However, despite its strengths Brixton faces serious economic and social challenges⁶, which are constraining growth and threaten its ability to grow and establish London's next big globally significant creative cluster:

- An undersupply of workspace and losses of commercial space constrains growth in the context of rising demand from creative businesses. Only 7% of floorspace in Brixton is office use — significantly lower than comparable areas (e.g. Angel 19%; Whitechapel 17%)
- Rising property prices have displaced long-standing creative practitioners from the area and put other existing artists and creative businesses at risk
- A vulnerable day-time economy with a concentration of low value industries
- Residents feeling excluded from the borough's growth and change in Brixton
- Coldharbour ward (Brixton) is within the 10% most deprived wards in England
- Comparatively low levels of cultural participation — 10% lower than its highest ward
- COVID-19 further presents major economic, social and health challenges

The Brixton Creative Enterprise Zone (CEZ) is using innovative approaches to safeguard and support the existing creative community whilst providing the space and conditions for growth.

Through a focus on people, space and policy the Zone is:

- delivering more affordable creative production space (including International House, London's largest affordable workspace and the UK's first Living Wage Building);
- building a world-class business support system;
- and improving job and pay prospects for the local community.

⁵ Pop Brixton Evaluation (2018) <https://www.lambeth.gov.uk/sites/default/files/Pop-Brixton-Evaluation-18.0104.pdf>

⁶ Brixton Creative Enterprise Zone Research Study
https://www.lambeth.gov.uk/sites/default/files/pl_Brixton_Creative_Enterprise_Zone_Research_Study_2018.pdf

Brixton's creative cluster has long been responsible for world class creative production, entertainment and social impact driven practice. Artists and creativity are not new for Brixton, but by pioneering integrated approaches to partnerships, workspace, skills and support we are further building resilience and accelerating inclusive growth in our communities.

Brixton's creative community represent a broad spectrum of the creative and digital industries (CDI), ranging from architecture to fashion, tech to the visual arts; with over 350 businesses within the CDI across the Zone.

1.5 Objectives

The overall aim of this Project is to:

Support people living and working in Lambeth to gain skills, find jobs and improve employment prospects in the creative industries, particularly within businesses in the Brixton Creative Enterprise Zone (CEZ). The project will focus on supporting and increasing the participation of under-represented groups within the creative sector.

The objectives are to;

- support Participants to gain an understanding of the creative sector and the world of work through embedded employability skills support delivered as part of the Project
- increase the diversity of the creative workforce in the Brixton CEZ, enabling businesses to access wider talent pools and thrive
- support employees of creative businesses to gain the skills and confidence required to progress in their role/business
- enable Participants to develop networks and support systems, reducing risk of isolation and improving social integration and wellbeing
- deliver an agile programme that supports young people, employees and employers to increase resiliency to challenges presented by COVID-19

1.6 Eligibility and Target Groups⁷

Specific eligibility criteria for this project are as follows:

⁷ Please also see the requirements outlined the ESF Prospectus and relevant sections of the Evidence Handbook.

‘Young people into Work’: Participant Eligibility:

- Aged 16-24⁸
- Living in the London Borough of Lambeth; and
- Currently ‘unemployed’ or ‘economically inactive (not in education or training)’⁹

‘In Work Progression’: Participant Eligibility

- aged 16+
- a London resident;
- earning less than the equivalent annual gross pay of £36,348¹⁰ for a full-time employee;
- An ‘employee’ of a creative and cultural sector business located in the Brixton CEZ (see Section 1.7 for geographical area/map) or wider London Borough of Lambeth that is connected to the Creative Enterprise Zone through supply chain linkages and/or being a member of the CEZ consortia network and as such committed to the long term aims and objectives of the programme.

For the purposes of this project an ‘employee’ is defined as;

- a business owner (including an SME-owner or a micro-SME owner), or
- a self-employed freelancer or sole trader, or
- an individual working in a Creative sub-sector business as defined in Section 1.3

⁸Employment outcomes for 16- and 17-year olds need to be Raising the Participation Age (RPA) compliant. Once participants have reached their 18th birthday their employment destination no longer needs to be RPA-Compliant.

⁹ People on Zero Hour contracts may also be eligible – please see the ESF Evidence Handbook for further information.

¹⁰ Lambeth Median Annual Gross Pay - Office for National Statistics: Employee earnings in the UK: 2019 <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019>

This reflects the nature of employment in the sector and the desire to ensure that this ESF project benefits those in the sector who are most in need of support to sustain and progress in their employment.

The same individual participant cannot be counted towards both 'Young people into Work' and 'In Work Progression'.

Target Equality Groups

Effective engagement of participants is a key element of this project. Therefore, bidders will need to bring forward robust and credible strategies to engage with participants with diverse backgrounds from a range of public and community organisations across the London Borough of Lambeth and specifically the Brixton CEZ.

The below under-represented equality groups are less likely than other demographic groups to be employed in the creative industries and are more likely to be either unemployed overall or in low-paid and low-skilled work.

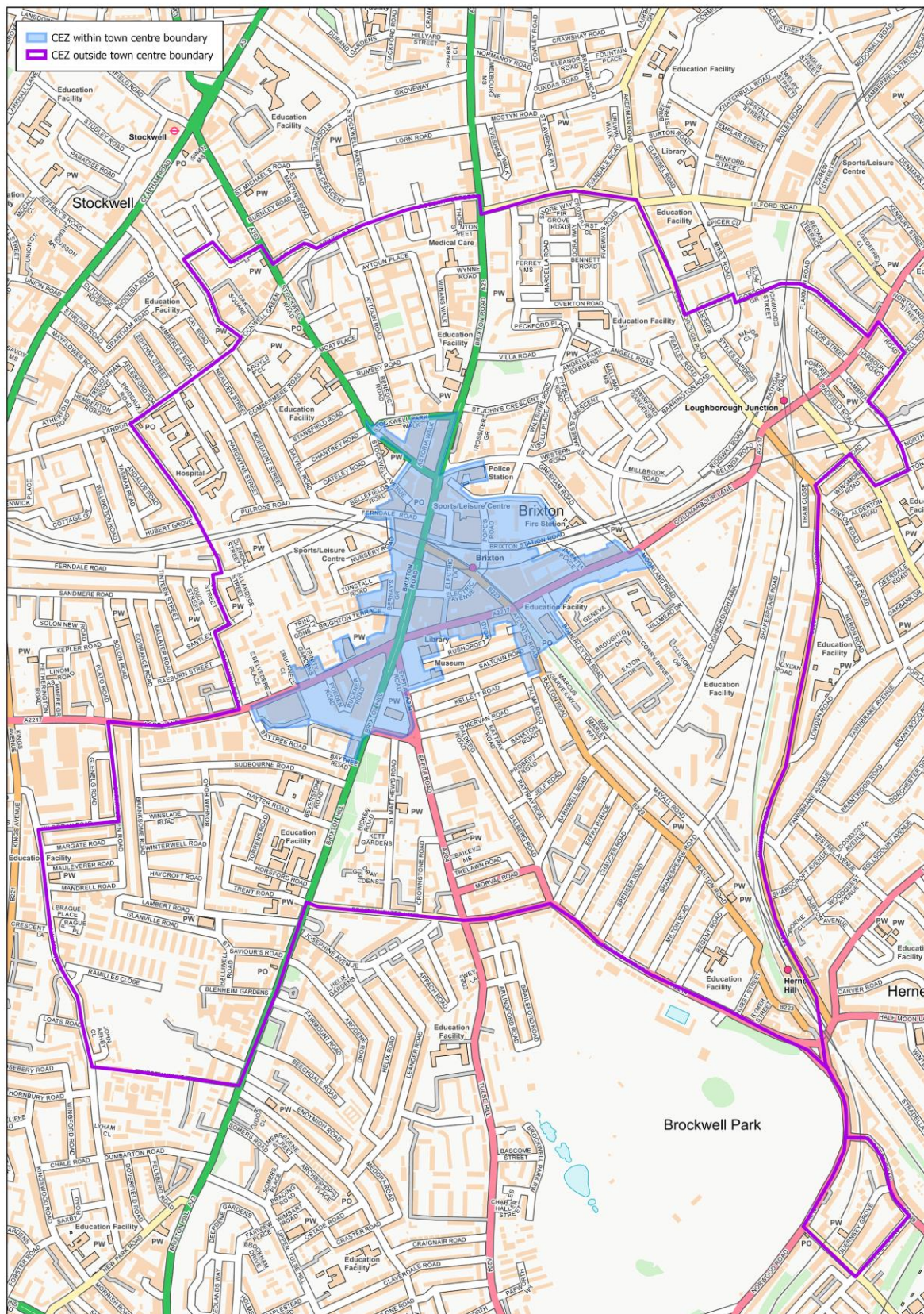
The Project should aim to recruit, as a minimum, proportions of Participants from the Equality Groups set out below.

Equality Groups	'Young people into work' Target (%)	'In work progression' Target (%)
Participants from ethnic minorities	60%	50%
Female Participants	50%	50%
Participants with disabilities or health conditions	22%	7%

Bidders must describe how they will identify, recruit and support eligible Participants from these groups, taking into account any barriers to participation.

1.7 Geography

The grant area for the Project should cover the borough of London Borough of Lambeth and focus on facilitating opportunities with creative businesses located in the Brixton Creative Enterprise Zone as outlined below.



The contractor and/or user is permitted to use paper or digital copies of the map solely for the purpose of assisting with the delivery of those goods or services it has been engaged by Lambeth Council to provide.

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1.8 Partnership Working

Bidders should provide information of key partnership arrangements within the creative industries which will support the participants and explain the involvement that each partner has in ensuring the project's success. This could include but is not limited to; cultural and creative industries stakeholders who have an interest in but are external to the project such as statutory bodies; progression or referral partners whose activity or provision is complementary to the project or delivery partners, charities, social enterprises and businesses, including creative SMEs and corporates.

The success of this project will be dependent on strong relationships with both employers and the target participants we want to reach. Therefore, we envisage a partnership approach will be required to deliver this project. We strongly recommend that potential bidders ensure their sub-contracting partnership arrangements include grassroots and business organisations who have these relationships/experience in building them.

The successful bidder(s) will be expected to work alongside existing structures wherever possible. This includes both in-house Council work and GLA and Council-supported work such as:

- The Brixton CEZ Consortium Network of creative businesses and practitioners based in Brixton
- [Lambeth's Adult Learning Service](#), provider of high-quality adult learning opportunities on behalf of the London Borough of Lambeth.
- [Opportunity Lambeth](#), the council's employment service for residents and network of local employment and training providers Lambeth's [ELEVATE programme](#) (focused on connecting young people with creativity and culture) and emerging Cultural Education Partnership
- [Lambeth Youth Offending Service](#), a multi-agency team which works with young people and families to address factors that lead to offending behaviour
- [Lambeth Made](#), programme which is working to make Lambeth one of the best places in the world for children and young people to grow up
- [Brixton Business Improvement District](#) (BID), which represents 700 businesses in Brixton, and the emerging South London Employment Service (supported by the 4-south Lambeth BIDs)
- The GLA's [Enterprise Advisers Network](#), which connects London Businesses with schools,

- The [Lambeth Alumni Career Cluster](#) forum, embedding careers curriculum in secondary schools

2. Service Requirements

2.1 Project Deliverables – Expected Stages

The GLA considers successful delivery will incorporate the stages and activities outlined within the table below.

Bidders must demonstrate how they will meet specific criteria. However, there is an expectation that bidders will choose how they deliver their Project, bringing their expertise and a unique approach to delivery. We expect the lessons learned and relationships built in both strands to inform activity in the other

Young People into Work	
Element	Activity
Identify and recruit suitable Participants	<p>ESF Providers should work with other organisations to identify and recruit Project Participants who meet the criteria set out in section 1.6.</p> <p>Promote the opportunity to target participants at a local level (via appropriate routes) through an effective (user tested) marketing campaign.</p> <p>Work with London Borough of Lambeth, local community Careers Service providers, JobCentre and grassroots organisations, etc. to promote the offer and ensure robust referral network.</p>
Needs assessment and Bespoke Training Plan	<p>Develop a Bespoke Training Plan (BTP) with participants which assesses participant's needs to determine their creative aspirations, skills, qualifications, experience and preferences, identifies skill gaps and barriers to entering employment, education or training in the sector and puts in place support to ensure retention on the programme.</p> <p>The assessment to be recorded and regularly reviewed to monitor progress.</p>

	<p>ESF Providers will be required to assess the Basic Skills requirements of Participants who do not hold Entry Level or above (or equivalent) qualifications in English/Maths on enrolment. Where necessary, Participants should be referred to an organisation which can provide an appropriate certified qualification in English/Maths at Entry Level, Level 1 or Level 2. Bidders will be required to estimate the number of Participants achieving Basic Skills and successful bidders will be required to inform the GLA via a periodic narrative of the number of Participants who have been referred and the number of Participants who have achieved basic skills. Successful achievement will be required to be verified by Participants' self-declaration as a minimum.</p>
Provide or help participants to access wrap-around support as needed	<p>ESF providers must establish appropriate wrap-around support to address the specific barriers Participants may face and enable them to engage in the project. This may include housing advice, money management or support to manage a health condition/disability to enable the participant to enter creative employment, education or training.</p> <p>This should involve working with key local stakeholders such as the local authority, health organisations and Jobcentre Plus.</p>
Develop and Deliver Employability Training Support,	<p>Provide information, advice and guidance about employment opportunities in the creative sector in London.</p> <p>Provide support around further training or education pathways and employment such as creative industries job-search, CVs, application forms, mock interviews/assessment, confidence building, time management skills and engaging with employers and Jobcentre Plus to source appropriate local vacancies. Support should be focused on addressing individual participant's barriers and fulfilling skills needs identified by the sector.</p> <p>Facilitate and build mentor relationships between creative businesses in Lambeth (and wider London) and participants capturing progress and outcomes.</p> <p>Develop a plan (working with employers) to give participants experience of and/or exposure to the workplace. This could include work experience, work shadowing and/or training.</p>

Employers ¹¹ engaged to create opportunities for participants to gain experience in the creative sector	<p>Engage potential employers in the CEZ and work with them to identify where they can improve the opportunities they provide for participants to get experience within their sector. Agree a training plan with the employer to meet their needs and create a better pathway for participants. This may include:</p> <ul style="list-style-type: none"> • Training on/support to revise inclusive recruitment and working practices, • unconscious bias training, • guidance on offering work experience, etc. <p>Encourage sign up to the Good Work Standard¹² and London Living Wage (where appropriate).</p>
Moving into Employment, Education or training	Support Participants to access appropriate opportunities. Bidders should have good working relationships with local employers and (other) education/training establishments in order to provide a suitable progression opportunity.
Support participants and employers to sustain employment, education or training	Provide in-work support to both participants (and employers) to ensure that creative sector employment is sustained for at least 26 weeks out of 32. This could include activities such as ongoing mentoring sessions, regular contact times (reducing in frequency over time), workplace buddies, specific holistic support on housing, monetary management and relationship management.
Ensure legacy of project	Interventions that promote sustained collaboration between creative businesses, learning institutions and grassroots organisations post-delivery. This may be creating network groups, online forums, securing jointly funded posts and steering groups with representation.
In Work Progression	

¹¹ See definition of ‘Employer’ for the purpose of this programme in Annex C of the ESF Evidence Handbook.

¹² <https://www.london.gov.uk/what-we-do/business-and-economy/supporting-business/what-mayors-good-work-standard>

Element	Activity
Identify suitable participant SMEs/employers	Identify eligible businesses that would benefit from the project and that are located in the CEZ and wider area (the geographical area set out in section 1.7).
Assess participants' needs	Develop a Bespoke Training Plan (BTP) for individual participants who enrol on the project which; identifies and addresses barriers to progression in work, covers appropriate qualifications, skills gaps and puts in place support to ensure retention on the project. These should be relevant to the needs of the individual and businesses in the creative and cultural sector ¹³ . They should also be recorded and regularly reviewed to monitor progress.
Deliver Bespoke Training	<p>Bespoke training activities will need to be appropriate to businesses and eligible “employees” as defined in section 1.6.</p> <p>Participants will be employees of creative businesses, including business owners, self-employed freelancers and sole traders. Time to engage in activities which are not directly relevant to the business is likely to be a barrier to participation in the project both for these businesses and for eligible employees, so the engagement might include sector-specific training sessions incorporating business advice and support activities to draw in businesses, SMEs, micro-SMEs and eligible employees and demonstrate the benefits of further participation in the programme. With this in mind, in addition to more traditional training sessions bespoke training might include:</p> <ul style="list-style-type: none"> • Support to attain sector-specific certification • Sector-specific brokerage, networking and cluster activities, including business-to-business and supply chain activities • Skills in business planning, marketing, business development, cashflow management, logistics, supplier management/contract types and other knowledge and skills that a small or micro creative business will need in order to build resilience, survive and grow.

	<ul style="list-style-type: none"> • Training on finance (including tax returns for self-employed), upscaling & growth, intellectual property, research and development, marketing and routes to market • Advice or support with accessing national and regional support (Creative Industries Council, Creative England, Creative Industries Federation, Tech City UK, etc.) and awareness of funding opportunities and how to access them • Leadership development e.g. influencing and negotiating This support should be developed and delivered according to individual sub-sector needs.
Develop and Deliver	<p>In line with the skills needs identified in the BTP deliver appropriate, qualifications, training, mentoring, coaching or other skills as required.</p> <p>If identified as a barrier to progression ensure wrap-around support is provided (e.g. basic skills support, housing advice, childcare, money management or support to manage a health condition/disability).</p>
Deliver and record interventions	<p>Interventions tailored to the individual's assessment and which aim to help the participant progress in employment, should be delivered and recorded in line with the requirements set out in the Grant Agreement and Delivery and Evidence Handbooks.</p>

3. Budget and Payments

3.1 Overall budget framework and parameters

The budget allocated for the work described in this specification is **£500,000**. One grant will be awarded.

Available budget per funding stream	Primary Result per funding stream
£250,000	‘Into Work’ : A minimum of 60 Participants will enter employment, education or training ¹⁴
£250,000	‘In Work Progression’ : Minimum of 80 employed participants ¹⁵ (“employees”) gain an improved labour market status

3.2 The Payment Model

Payments will be made on the achievement of results set for each Participant/Employer who progresses through the key stages of the Project. All payments are based on a model which reflects the payment stages indicated in the table below.

¹⁴ Please check full definitions in the ESF Evidence Handbook. Employment outcomes for 16- and 17-year olds need to be Raising the Participation Age (RPA) compliant.

¹⁵ Of which 50% of participants from ethnic minorities, 50% female and 7% with disabilities or health conditions

Anticipated Proportions of Funding for Trigger Payment Activities	
‘Into Work’ Input/Output/Results	% of payment
Advance payment (to be recovered against the Primary Result)	15%
Participants starting on the Project	30%
Employers receiving training/guidance to create opportunities for participants to gain experience in creative sector jobs. ¹⁶	30%
Primary Result: A minimum of 60 participants move into employment, education or training	35%
A minimum of 35 Participants sustain employment, education or training for 26 weeks (out of 32)	5%
‘In Work Progression’ Input/Output/Results	% of payment
Advance payment (to be recovered against the Primary Result)	15%
Participants enrolled on the project	25%
Bespoke (non-qualified) training delivered ¹⁷	25%
Participants gaining a unit of a level 3 or above qualification	25%
Primary Result: A minimum of 80 employed participants (“employees”) gain an improved labour market status¹⁸	25%

¹⁶ Of which a minimum of 50% must be SME’s

¹⁷ Please check full definitions in Annex A of the ESF Evidence Handbook.

¹⁸ This includes participants attaining a positive change in contract and/or moving into higher paid work (paying at least the hourly LLW1). Please see Annex A of the ESF Evidence Handbook.

By completing the Payment Trigger Calculator (PTC), bidders will be able to determine the value that they are paid for each individual output by selecting the volume of Participants/Employers whom they think will engage at each paid stage of delivery.

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