

South London Innovation Corridor - Programme Evaluation Brief

1. PURPOSE

This specification outlines the South London Innovation Corridor partnership's requirements to commission evaluation services for the initial three-year grant period of the South London Innovation Corridor programme.

2. SUMMARY

Lambeth Council (accountable body) is working with Lewisham, Southwark and Wandsworth councils ("the partnership") to deliver the South London Innovation Corridor.

The South London Innovation Corridor brings together four boroughs (Lambeth, Lewisham, Southwark and Wandsworth), and a world class partnership of higher education, entrepreneur support agencies and employers – aligned around a vision to catalyse inclusive Creative and Digital Industry (CDI) growth across inner South London.

The City of London Corporation has awarded £8,000,000 of Strategic Investment Pot ("SIP") finance to the South London Innovation Corridor to deliver a programme of interventions over three years (2018/19 to 2021/22). This new programme will drive inclusive creative and tech economy growth by delivering activities across three main work streams: workspace, business support and talent development.

In addition, the programme will have a stream of activities of shared research, policy-development and knowledge exchange.

We envisage the evaluation and knowledge exchange activities being closely connected. Joint working will be required to ensure that both workstreams are complementary.

Commissioning of the South London Innovation Corridor programme's activities is underway. While the current grant period of SIP investment runs from 2018/19 to 2021/22, the partnership will seek to bid for future funding opportunities to build on the outcomes of this first phase. The research should therefore make recommendations for consideration by the boroughs and partners for continuation of the programme into the future, including supporting information that can be used to inform future fundraising bids.

Applications should consider how to approach the evaluation of the different types of intervention being funded through the South London Innovation Corridor programme – workspace, business support and knowledge exchange. These workstreams may require different methods of evaluation

to capture all project outcomes. Please note that evaluation of the talent development strand is not included in this brief but will be commissioned at a later stage, potentially as an extension to this brief.

Interested parties are invited to tender for this opportunity by 5pm 3 April 2020

3. BACKGROUND

Further information on the South London Innovation Corridor

The creative industries account for 2,000,000 jobs and are growing twice as fast as the economy as a whole. There were over 7,500 digital start-ups in London in 2016, with some 20% of digital companies' high growth.

The creative and digital industries (CDI) have benefited from supportive industrial strategy at a national level allied to local level interventions. Joint action by industry and the public sector can unlock further growth and ensure the benefits of growth are spread evenly.

The South London Innovation Corridor programme brings together four boroughs (Lambeth, Lewisham, Southwark and Wandsworth), and a world class partnership of higher education, entrepreneur support agencies and employers – aligned around a vision to catalyse inclusive CDI growth.

The City of London Corporation has awarded Strategic Investment Pot finance to the South London Innovation Corridor to deliver the following programme of:

- **Workspace:** £5,300,000 capital and revenue investment in affordable workspace and incubators projects, delivering 120,000 square foot of new or improved commercial floor space, supporting at least 370 businesses and attracting and retaining 1,200 new jobs;
- **Business support:** £800,000 revenue investment in at least two cross borough businesses support projects to support at least 140 businesses including a Diversity in Digital project (OneTech) and Grassroots CDI project; and,
- **Talent development:** £1,000,000 revenue investment in at least one cross borough CDI employment project focused on enabling disadvantaged groups with 525 talent development opportunities.

In addition, the programme will have a stream of activities of shared research, policy-development and knowledge exchange, with potential areas of focus – for example: affordable workspace policies and best practice, economic needs analysis and forecasting, underrepresentation of BAME residents in the creative and digital sectors, securing social outcomes through workspace providers, and cross borough inward investment promotion. Our partnership anticipates having a close dialogue with the GLA to ensure that this work complements and supports (and not duplicate) relevant work being undertaken at a London level.

This integrated programme of investment will enable creative and digital sector growth to take root across a wide area of inner south London, supporting business development, local regeneration strategies and meeting the needs of disadvantaged communities. By working across this geographical scale, a powerful innovation and enterprise ecosystem can be developed that maximises the economic potential of the area and generates London scale impact.

The South London Innovation Corridor will address key challenges to CDI growth (see Appendix A). Allied to other funding sources and complimentary initiatives, a series of high impact investments

are being made to support delivery of the following headline outputs (see Appendix B for output definitions):

- 120,000 sq. ft. new workspace
- Significant growth in rateable value through the creation of new and improved workspaces
- 1,200 new jobs in the South London Innovation Corridor
- 530 businesses supported
- 525 talent development opportunities including pre-apprenticeship, apprenticeship, work experience opportunities and in-work progression
- 50% BAME beneficiaries

The programme is designed to support the following outcomes:

- Deliver inclusive 'good growth', through an innovative approach to entrepreneurship and employment, support supporting approaches that seek to tackle underrepresentation of BAME residents in the creative sectors and female underrepresentation in the digital economy.
- Unlocking public sector and higher education assets to deliver new workspace; help catalyse local workspace markets and support longer term business rates income in these places.
- Continuation and expansion of some innovative and high performing business support initiatives that are vital to London's start-up ecosystem.
- Increased access to seed stage finance to creative and tech start-ups by enabling investable proposals.
- Support the development of innovative approaches to tackling the lack of diversity within the creative and technology industries labour market. (NB: this aspect of the programme is not subject to evaluation through this particular brief – evaluation of this aspect will be commissioned at a later stage, potentially as an extension to this brief).
- Knowledge exchange between partner authorities and programme delivery partners; and Feedback for London, through a robust approach to impact measurement and evaluation and a structured knowledge sharing programme, underpinned by higher education partners.

Please see Appendix A for a copy of the South London Innovation Corridor application that gives a full context to the programme.

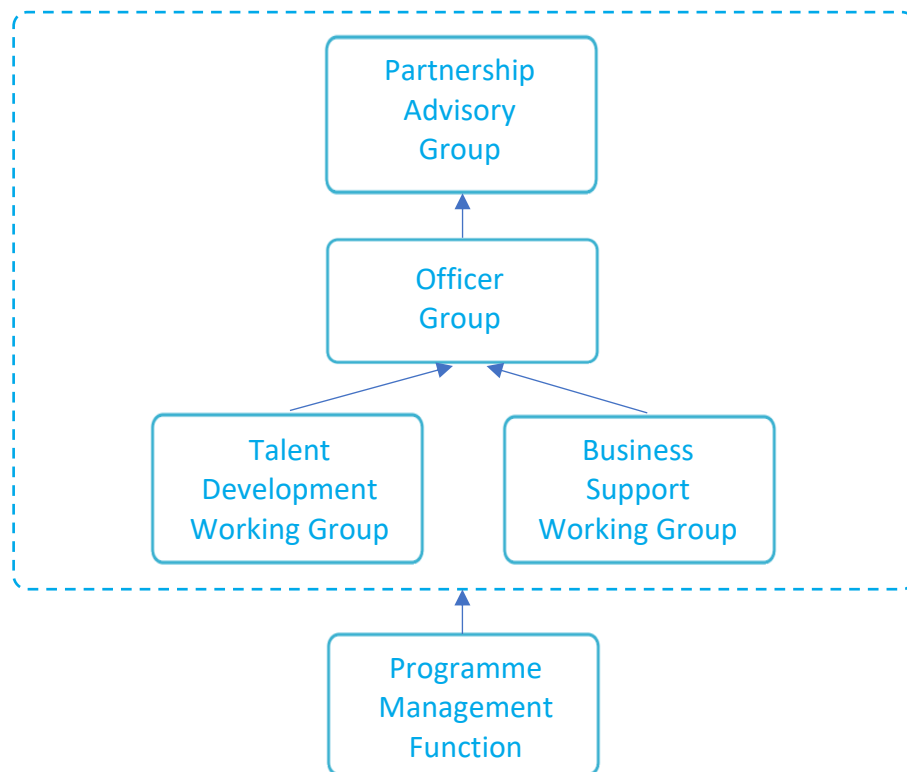
Key programme dates:

Please note that timescales may be subject to change. Some programme dates are to be added when activities have been commissioned.

Date	Milestone
Apr 19	Contract signed with funders
Apr 19	Officer group established
Sep 19	Programme management team onboarded
Nov 19	OneTech business support programme for underrepresented tech entrepreneurs launched. Regular business support events delivered Nov 19 to June 21
Jan 20	Lambeth workspace complete (International House)
Feb 20	Commissioning plan in place for talent development activities
Mar 20	Partnership advisory group established (2 meetings per year)
Mar 20	Branding and website / online platforms launched
Mar 20	Southwark workspace opens (Camberwell Creative Hub)
May 20	Knowledge exchange events dates tbc (1-2 per year)
Jun 20	Grassroots CDI business support programme(s) commissioned
Jun 20	Lambeth workspace opens (198 CAL)
Nov 20	Lambeth workspace opens (Studio Voltaire)
Dec 20	Wandsworth workspace opens (project tbc)
Jan 21 to Mar 21	Lewisham workspace opens (Goldsmiths Enterprise Hub)
May 21	Knowledge exchange events dates tbc (1-2 per year)
Jun 21	Southwark workspace opens (Livesey Exchange)
Jun 21	OneTech business support programme for underrepresented tech entrepreneurs finishes
Sep 21	Southwark workspace opens (Peckham Rye Station Co-Work)
Jan – Mar 22	Lambeth workspace opens (Beehive Place)

Governance and programme management:

A governance structure chart is set out below.



The roles and responsibilities for the component parts of the governance structure are outlined in a governance document that will be supplied to the successful bidder.

Monitoring requirements to the Corporation of London:

Outputs are monitored on a quarterly basis, guided by and utilising the relatively light touch monitoring requirements of the funding body, assessing progress of key project outputs against the baseline position and targets. Data is collected by the programme management team at the end of every quarter on progress updates, outputs, risks and issues, finance and communications. It is then collated to produce quarterly reports to the Corporation of London in line with the requirements of the funding agreement.

4. SCOPE OF SERVICES

The following programme evaluation services are required. We anticipate all aspects of this work to include working collaboratively with programme partners and stakeholders including beneficiaries.

The evaluation should include the delivery of:

1. **Logic model and/or theory of change**

A robust logic model and/or theory of change documenting clearly how the programme will deliver against its aims; acting as a roadmap for measuring progress and informing development of the evaluation framework. The logic model and/or theory of change will also act as a tool to communicate the programme strands to external audiences concisely. We would like applications to consider which format is most relevant to the programme.

2. **Baseline position**

The evaluator will be required to establish a baseline position; this will be formed by collating existing evidence and information. Evidence may need to be collected for any indicators not covered by existing research.

Existing research includes:

- Evidence base for Southwark council's affordable workspace planning policy
- Southwark Skills Strategy and delivery plan
- Research informing the Southwark Pioneers Fund business support programme
- Scoping work to inform the business support work strand
- Research informing commissioning framework for the talent development work strand
- Evidence base for Lambeth's affordable workspace policy
- Brixton Creative Enterprise Zone research study and action plan

3. **Evaluation framework**

A longitudinal evaluation framework will need to be developed including what will be evaluated; the purpose and criteria for the evaluation; key evaluation questions; how data will be collected, analysed and reported; frequency of evaluations; guidance on data sources and management processed. Key evaluation drivers and priorities are outlined below.

4. **Process for collecting data and training**

Review process for collecting data efficiently from delivery partners and key stakeholders. Data collection is taking place quarterly by the Programme Management team to inform reporting to the funding body and performance reviews. We are keen to establish what additional monitoring might be required to help evidence the impact of the programme and provide insight.

5. **Scope of research and evaluation of the programme**

Qualitative and quantitative research and evaluation guided by the programme's key drivers and priorities (see key drivers and priorities below).

While both quantitative and qualitative outputs are important to the evaluation of the programme. We want to obtain rich qualitative data to improve delivery of the current programme, to refine future activities, and help inform future partnership working, policy and strategy development.

The evaluator will be required to work closely with the programme management team, officer group and the knowledge exchange delivery organisation throughout.

Key drivers and priorities for monitoring and evaluation:

Below we have outlined some of the key drivers and priorities that we want the evaluation to address. These are not exhaustive but give an indication of focus.

- Evaluation of the economic impact of the programme and two of our main programme strands (workspace, business support)
- Degree to which the South London Innovation Corridor has focused on market failure in terms of workspace and business support
- Analysis of and recommendations to ensure clear pathways and referral mechanisms between the programme's offers as well and external opportunities
- Effectiveness of engaging target groups in the South London Innovation Corridor boroughs and the factors behind the successes and/ or failures
- Evaluation of the effectiveness of the Programme Management function
- Case studies of programme beneficiaries including factors behind successes and challenges. To what extent has the South London Innovation Corridor supporting them in overcoming barriers to the creative and tech industries
- Extent to which the South London Innovation Corridor is helping to develop new networks and collaborations between partners
- Extent to which the South London Innovation Corridor is helping to develop the four partner borough Councils visibility of innovation related to the three core themes
- To what extent have beneficiaries of the OneTech business support programme become connected to the wider business support ecosystem in London through collaborations or new working relationships between residents of the South London Innovation Corridor boroughs and external boroughs, or benefits accrued by South London Innovation Corridor residents by being part of the wider OneTech offer. NB OneTech are carrying out their own monitoring and evaluation which may be used to support this.
- Recommendations for focus of future workstreams (high impact) which will support fundraising efforts and policy and strategy development between partners

Evaluation reports should be presented to the officer group, with opportunity for the officer group to give feedback at draft stages.

Deliverables will need to be written ready for sharing with stakeholders.

Interim evaluation report

We anticipate the interim evaluation report to provide early evidence of success and also areas of challenge for the programme which can help inform the latter stages of programme delivery. The partnership intends to bid for future funding opportunities in the short to medium term. We anticipate an interim evaluation report helping to support and guide the direction of funding applications made before the end of the initial three-year grant period.

This report should include as a minimum:

- Initial findings guided by key priorities and drivers

- What is working well and what is not working
- Case studies
- Recommendations

Final evaluation report

We will require a programme evaluation report for the main period of delivery from April 2019 to March 2021. This report will be the main output and will provide conclusions regarding the key priorities and drivers including case studies. It will offer recommendations for the future activity of the programme as well as providing information to support funding bids and investments in similar programmes.

Update to final evaluation report

The final evaluation report would then be updated for the additional activity delivered from April 2021 to March 2022.

5. BUDGET AND TIMESCALES

The budget for this work is £45,000 - £50,000

The timescales are as follows (please note that timescales may be subject to change and will be reviewed and agreed with successful bidder):

Milestone	Timescale
Tender published	6 March 2020
Submission deadline	5pm 3 April 2020
Interviews and scoring	w/c 13 April 2020
Contract offered	w/c 20 April 2020
Inception meeting	w/c 27 April 2020
Phase 1 research and evaluation (including baseline position, logic model/theory of change, evaluation framework, process for collecting data)	May – August 2020
Interim evaluation report	September - October 2020
Phase 2 research and evaluation	November 2020 – March 2021
Final Evaluation Report (April 2019 – March 2021)	July 2021
Update to Final Evaluation Report (April 2021 – March 2022)	June 2022

6. SCORING

Tenders will be scored with following criteria:

Criteria	Score
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Understanding the brief	10%
Proposed methodology	35%
Relevant experience (track record)	35%
Fee proposal	20%

Table 1: Quality Evaluation Marking Scheme

Proposal Component	Weight 0-8	Max Score	Max Score Available	Minimum Acceptable Score
Approach to the brief - Understand of the brief - Proposed methodology	8	5	40	4
Timetable - Ability and capacity to start work and deliver within these timescales	5	4	20	3
Relevant Experience (track record) - Project team (Relevant Experience and CVs) - Strong, recent experience and track record - Quality of project team experience and team member day rates and committed days	8	5	40	4
Quality Evaluation Mark			100	
Quality Weighting			80%	
Quality Score				

The Authority reserves the right to challenge any information provided in response to the Tender and request further information in support of any statements made therein.

Potential Providers must achieve the minimum acceptable score, as described, for each of the questions in Table1 above. Only those responses which achieve the minimum acceptable Quality Score will be included in the Price Evaluation Process.

Where only one (1) submission is received which does not meet the minimum acceptable score, the Authority reserves the right to enter into dialogue and seek assurances regarding the delivery of the requirement.

Potential Providers' responses must clearly demonstrate how they propose to meet the requirements set out above. The scoring matrix is set out below:

Score	Rating	Description
0	No Response	No proposal has been received
1	Unacceptable	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> Builds very little or no confidence that the Tenderer can deliver the requirements due to insufficient evidence of relevant ability, understanding, skills, resources and quality measures; Builds very little or no confidence that the Tenderer's approach/solution will deliver the requirements due to insufficient evidence or an inappropriate approach/solution.

2	Poor	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> • Raises reservations that the Tenderer can deliver the requirements due to insufficient evidence of relevant ability, understanding, skills, resources and quality measures; • Raises reservations that the Tenderer's approach/solution will deliver the requirements due to insufficient evidence or an inappropriate approach/solution. <p>Note: a response at this rating includes reservations which cannot be easily resolved with the Tenderer pre-contract award (i.e. changes which would distort the competition) or during the contract term without impacting time, quality or cost.</p>
3	Acceptable	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> • Confirms that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures; • Provides an acceptable approach/solution to delivering the requirements utilising standard strategies, plans, tools, methods or technologies. <p>Note: an acceptable response may include minor reservations that can easily be resolved with the Tenderer pre-contract award (i.e. changes which would not distort the competition) or during the contract term without impacting time, quality or cost.</p>
4	Good	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> • Builds confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures; • Provides a good approach/solution to delivering the requirements utilising appropriately tailored strategies, plans, tools, methods or technologies. <p>Note: a good response may include a small number of minor reservations that can easily be resolved with the Tenderer pre-contract award (i.e. changes which would not distort the competition) or during the contract term without impacting time, quality or cost.</p>
5	Excellent	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> • Builds a high level of confidence that the

		<p>Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures;</p> <ul style="list-style-type: none"> Provides an exceptional approach/solution to delivering the requirements utilising appropriately tailored and at times innovative strategies, plans, tools, methods or technologies. <p>Note: an excellent response should not include any reservations.</p>
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The weighting of each criterion is based on a scale of 1 – 8; 1 being low importance, 5 being important and 8 being extremely important.

PRICE EVALUATION PROCESS

Price:

For price, each submission will be assessed on the total cost of delivering the programme, using the following equation:

$$\text{Price score} = \left(100\% - \frac{(\text{Tendered price} - \text{lowest price})}{\text{Lowest price}} \right) \times \text{Price Weighting}$$

Price 20%

Method 1 - Standard Lambeth Pricing mechanism (<i>example scoring</i>)		
A= Tendered price		
B= lowest price = 37000		
Price Score = (100% -(A-B)/B)*20 - Lambeth Standard Pricing mechanism		
Bidder name	Tendered Price	Price score
1	40000	18.38
2	39000	18.92
3	38500	19.19

The Bidder Score (20% weighting applied), is added to the overall Quality Score (80% weighting applied), to give a final score for each Potential Provider (Final Score)

The contract will be awarded to the supplier with the highest Final Score. Feedback will be supplied to unsuccessful bidders.

7. RESPONDING TO THIS BRIEF

Interested parties are asked to provide a proposal to Rosie Gainsborough (RGainsborough@lambeth.gov.uk) by 9am 3 April 2020

Proposals should contain the following:

1. Understanding the brief (up to 500 words)
2. Proposed methodology including deliverable timescales (up to 2500 words)
3. Company profile detailing relevant experience
4. Proposed team CVs
5. Fee proposal (up to 500 words)

Please contact Rosie Gainsborough with any questions via email by 18 March 2020, who will then provide the answers to the questions to all.

Appendix A – South London Innovation Corridor Application

South London Innovation Corridor

Strategic Investment Pot Application

Updated: 27 Feb 2019

Partnership application by



The creative industries account two million jobs and are growing twice as fast as the economy as a whole. There were over 7,500 digital start-ups in London in 2016.

The creative and digital industries (CDI) have benefited from supportive industrial strategy at a national level allied to local level interventions. Joint action by industry and the public sector can unlock further growth and ensure the benefits of growth are spread evenly.

The South London Innovation Corridor Programme brings together four boroughs (Lambeth, Lewisham, Southwark and Wandsworth), and a world class partnership of higher education, entrepreneur support agencies and employers — aligned around a vision to catalyse inclusive CDI growth.

By working across this geographic scale, a powerful innovation and enterprise ecosystem can be developed that maximises the economic potential of the area and generates London scale impact.

**ACCOUNTABLE BIDDING BOROUGH:
Lambeth Council**

**PARTNER BOROUGHES:
Lambeth, Lewisham, Southwark, Wandsworth**

**AMOUNT BID FOR:
£8,000,000**

**AMOUNT OF MATCH FUNDING
£17,500,000 secured cash match funding from
public and private sector sources.**



London's first cross borough programme to secure a more diverse CDI economy

Enhancing the CDI ecosystem

- Public sector and higher education assets unlocked to support workspace cluster growth
- **Identify and work with Pre-Accelerator and Accelerator programmes to promote and support them to deliver within the programme area and workspaces.**
- Innovative CDI employment and entrepreneurship programmes

Investment in physical and social innovation assets

- Workspace & incubators
- Business support & accelerators
- Talent development

Battersea, Nine Elms, Vauxhall, South Bank & Waterloo, London Bridge, Canada Water

South London Innovation Corridor

Wandsworth, Brixton, Camberwell, Peckham, New Cross, Deptford

A high impact programme

- 120,000sq. ft. new workspace
- Significant growth in rateable value through the creation of new and improved workspaces
- 1,200 new jobs in the South London Innovation Corridor
- 530 businesses supported
- **525 talent development opportunities including pre-apprenticeship, apprenticeship, work experience opportunities and in-work progression**
- 50% BAME beneficiaries

Issues being addressed

- Undersupply of workspace
- Rising property prices
- Low quality streetscape and vulnerable day-time economies
- Under provision of business support, networks and collaboration programmes
- 30 Super Output Areas within the top 10% most deprived in the UK
- Major underrepresentation of BAME residents in the creative sectors
- Major underrepresentation of female residents in the digital sectors

Section 1: Summary of proposal

Brief (maximum 500 words) description of the proposed project, to include:

- **Nature of the project and anticipated benefit**
- **Geographic scope**
- **Alignment with local, regional and/or London-wide strategies**
- **Delivery timescale**
- **Private sector or other partners**

Driving inclusive creative and digital economy growth

The creative industries account two million jobs and are growing twice as fast as the economy as a whole. There were over 7,500 digital start-ups in London in 2016, with some 20% of digital companies' high growth.

The creative and digital industries (CDI) have benefited from supportive industrial strategy at a national level allied to local level interventions. Joint action by industry and the public sector can unlock further growth and ensure the benefits of growth are spread evenly.

The South London Innovation Corridor Programme brings together four boroughs (Lambeth, Lewisham, Southwark and Wandsworth), and a world class partnership of higher education, entrepreneur support agencies and employers — aligned around a vision to catalyse inclusive CDI growth.

To achieve this, strategic investments will be made into contiguous central (South Bank; Vauxhall Nine Elms Battersea) and growth clusters (Brixton; New Cross and Deptford; Old Kent Road; Peckham; Camberwell; and Wandsworth) in the following areas:

- Workspace: capital investment into affordable workspace and incubators projects, delivering substantial new commercial floorspace**
- Business support: cross borough networking; accelerators and support for creative and digital start-ups supporting substantial job creation**
- Talent development: cross-borough creative and digital employment initiatives focussed on enabling disadvantaged groups to access employment and support career progression**

In addition, the programme will have a stream of activities of shared research, policy-development and knowledge exchange, with potential areas of focus - for example: affordable workspace policies and best practice, economic needs analysis and forecasting, underrepresentation of BAME residents in the creative and digital sectors, securing social outcomes through workspace providers, and cross borough inward investment promotion. Our partnership anticipates having a close dialogue with the GLA to ensure that this work complements and supports (and not duplicate) relevant work being undertaken at a London level.

This integrated programme of investment will enable creative and digital sector growth to take root across a wide area of inner south London, supporting business development, local regeneration strategies and meeting the needs of disadvantaged communities. By working across this geographic scale, a powerful innovation and enterprise ecosystem can be developed that maximises the economic potential of the area and generates London scale impact.

Focussed on speed of delivery

The proposed programme is formed of projects deliverable between 2018/19 and 2021/22. Projects within the programme have strong political support and match funding in place. The majority of workspace projects within the programme have secured planning permission. The programme has the backing of long-standing partners who have successfully collaborated, delivering recent award-winning and high impact workspace, business support and employability initiatives. SIP finance will help accelerate delivery and enhance social impact.

Long term impact

The proposed projects have been identified to secure long term benefits, catalysing wider economic development and cluster effects. The recent development of central London's South Bank into a successful location for the digital and creative industries will be extended, creating critical mass in the central area, linking to the newly designated Creative Enterprise Zones in Brixton, New Cross and Deptford, and developing growth clusters further out. This will help to underpin local property markets and provide the space to support businesses at all stages of development. By working with HEIs and skills providers, we can ensure that the talent pool to serve these increasingly important sectors is developed and local people can benefit.

Aligned with national, regional and local policy

Our programme responds to strategic issues set out in policy and strategy documents at a national, regional and local scale:

- **UK 'Creative Industries Sector Deal' 2018**
- **Tech Nation 2018**
- **Mayor's Economic Development Strategy 2018 and related initiatives including Creative Enterprise Zones and London Borough of Culture**
- **London Plan (including Opportunity Area Frameworks and Affordable Workspace Policy ED3)**
- **CLF Skills Strategy**
- **Thames Estuary Production Corridor**
- **Borough Plans and related documents (e.g. Lambeth CDI Study; Lewisham CDI Strategy, Wandsworth Employment Land Review) and action plans (e.g. Southwark Workspace Strategy; Old Kent Road Area Action Plan)**

It's a collective effort

Our proposal has the commitment of key private sector, higher education and grassroots partners. Strategic partners for our joint submission include Capital Enterprise; Goldsmiths University of London; London South Bank University; Royal College of Art; and major creative industry employers. Application supporters also include key business groups including BIDs, landowner and

developer supporters including St James' and Taylor Wimpey.

Supporting inclusive growth.

Our councils share the determination to ensure that this growth takes place throughout our respective boroughs. Within our major growth areas and also in our local our town centres and in proximity to areas of deprivation.

The programme is designed to ensure that direct job creation and business rate growth takes place, whilst ensuring local people from disadvantaged backgrounds have the skills, social capital and opportunities to benefit from higher value jobs in the creative and digital economy.

Section 2: Anticipated scale of economic benefit

To include key metrics relevant to the project. Proposals that form part of a wider scheme e.g. feasibility studies or master-planning—will require at least a strategic outline case; capital delivery schemes should be supported by a fuller business case.

Realising our growth potential

Stretching along the River Thames in central London, our local economy contains some of the UK's leading cultural, creative and digital organisations — ITV; Southbank Centre; National Theatre; BFI; Tate Modern; Ogilvy & Mather; WeWork; IBM; with Apple and Penguin/Random House soon to arrive in Battersea.

Beyond the extended South Bank area, creative and digital talent stretches deep into our boroughs — as reflected by the GLA's recent Creative Enterprise Zone funding support for Brixton, Camberwell and Peckham, New Cross and Deptford. Creativity is found in the town centres and the side streets, archways, and industrial pockets of space throughout our boroughs.

Our shared creative and digital economies are underpinned by a strong presence of innovation assets, higher education and research institutions, with Goldsmiths University of London, University of the Arts (London College of Communication; Camberwell College of Art), Kings College and London South Bank University supporting innovation and the talent pipeline.

But despite these strengths, our creative and digital clusters are smaller and less strongly clustered than some of other parts of inner London north of the river. Our area faces serious economic and social challenges restraining growth:

- An undersupply of workspace and losses of commercial space (e.g. Lambeth, Wandsworth and Lewisham) and an erosion of 'Low Threshold Enterprise Space' vulnerable to conversion or redevelopment to higher value uses such as residential (Accommodating Growth in Town Centres Report, GLA)**
- Rising property prices, exacerbated by lack of supply, putting some existing artists and creative businesses at risk**
- Under-supply of modern space to serve the digital/creative sectors, especially open workspaces and flexible maker spaces**
- Under provision of business support, networks and collaboration programmes.**
- Low quality streetscape within some of our local centres and key streets**
- Public funding for research and innovation from UK Research Councils and Innovate UK has substantially favoured north London.**
- A vulnerable day-time economy, with a concentration of low-value industries in some of our town centres (e.g. Brixton), and high retail vacancy in some key district centres.**
- 30 Super Output Areas within the top 10% most deprived in the UK**
- Residents can feel excluded from the regeneration taking place and there is strong desire to ensure residents benefit from growth and change across the four boroughs**

A high impact programme

The South London Innovation Corridor programme will address these key challenges. Based on economic impact evaluations of similar projects within the programme, we forecast that there will be £10-15 net additional GVA per £1 of SIP investment.

A series of high impact investments will deliver the following headline outputs:

- **120,000 sq. ft. new workspace**
- **Significant growth in rateable value through the creation of new and improved workspaces**
- **1,200 new jobs in the South London Innovation Corridor**
- **530 businesses supported**
- **525 talent development opportunities including pre-apprenticeship, apprenticeship, work experience opportunities and in-work progression**
- **50% BAME beneficiaries**

The programme is designed to support the following outcomes:

- **A direct increase business rates income — unlocking public sector and higher education assets to deliver new workspace — with the potential for longer term yield with catalysing of local workspace markets**
- **Continuation of some of the UK's highest performing business support initiatives that are vital to London's start-up ecosystem**
- **Increased access to seed stage finance to creative and tech start-ups by enabling investable proposals, addressing a significant gap in the market**
- **Deliver inclusive 'good growth', through an innovative approach to entrepreneurship and employment support, tackling underrepresentation of BAME residents in the creative sectors and female underrepresentation in the digital economy**
- **Career progression, addressing underrepresentation of BAME residents in more senior roles**
- **Feedback for London, through a robust approach to impact measurement and evaluation and a structured knowledge sharing programme, underpinned by higher education partners**

Three programme strands

The programme will provide an integrated approach to cluster development and is comprised of three strands of activity: 1. Workspace; 2. Business Support; 3. Talent Development.

Programme strand 1: Workspace

A critical mass of workspace, and a diverse range of workspaces are vital to securing significant creative and digital industry growth clusters. Business incubators and accelerators are highly effective at growing the start-up economy so integral to innovation.

Research undertaken for the GLA highlights the comparatively low number of incubators, accelerators and co-working spaces (IACs) compared to the critical mass of IACs supporting cluster growth in the four inner London boroughs of Westminster, Camden, Islington and Hackney (Supporting Places of Work: IACs Report, GLA).

However, all partner authorities have begun to scale-up efforts to address the relatively low amount of affordable workspace and business incubators in south London. Playing a key enabling role, partner boroughs are working with a wide network of expert external operators to launch new workspaces.

Utilising surplus public assets and securing new spaces within larger developments schemes through the planning system, investments will be facilitated using SIP resources to support fit-out and provision of affordable workspace and accelerators that can be delivered between 2018/19 and 2021/22. Alongside related planned public realm investments by boroughs (e.g. South Bank Spine Route) during the programme period, a coordinated and major impact will be delivered.

The programme outputs relating to workspace highlighted above are driven by 10 projects capable of 2018/19 to 2021/22 delivery. However it should be noted that due to the large pipeline of new creative and digital focussed workspace projects within our partnership, the programme has significant scaling potential — the examples provided below, running east to west across our shared economic geography, highlight some of the workspaces that would receive investment and deliver results in the short term:

308-310/12 New Cross Road

As a major institution within the newly designated New Cross & Deptford Creative Enterprise Zone, Goldsmiths University of London has a long-term ambition to redevelop all their retail shops and upper terraces 302-312 (in a phased redevelopment) on New Cross Rd (High Street) into an Innovation & Enterprise Hub as part of their Estates Master Plan. The aim is to create a sustainable creative & digital industry eco-system and an innovation value chain of talent (student, businesses and entrepreneurs) - R&D - support & innovation - commercialisation - incubation - business growth; that will eventually spill out into the new workspace developments in the New Cross and Deptford CEZ and Thames Estuary Production Corridor.

SIP funding for this project will support the build of phase 1, the refurbishment of retail units and upper terraces of 308 to 310/12, into an exciting innovation and enterprise hub space with tailored business support

by Goldsmiths and world-class industry partners. It will include the build of a highly flexible open plan 'incubator' space based in a single storey building at the rear catering for the needs of start-ups and access to an adjacent café and Goldsmiths' R&D. This aligns with Goldsmiths' strategic objectives to create opportunities for students and graduate entrepreneurs, and engage with enterprise collaborations and opportunities for knowledge exchange with businesses. The Goldsmiths' Innovation and Enterprise Hub will facilitate the growth of network of creative and digital entrepreneurs, self-starters, freelancers, creators and makers and enterprise leaders.

Peckham Rye Station, Peckham

As part of a major strategic intervention to create a new “Gateway to Peckham” at Peckham Rye station, comprising a major new public square revealing the historic architecture of the Victorian station building, the existing building on the corner of Blenheim Grove and Rye Lane will be repurposed and extended to include a range of uses including new community space and new co-working facility with ancillary café space. This project sits within Phase 1 of the broader programme for Peckham Rye station square. SIP funding is required for fit out and delivery of the new co-working space, community and event space. The project is located within the proposed Peckham Camberwell Creative Enterprise Zone (CEZ).

International House & Beehive Place, Brixton

International House (IH) is a council-owned 50,000 sq. ft. building which became vacant in 2018 when the council relocated, creating a unique opportunity to provide quantum-shift in the volume of creative workspace for Brixton. The project will help to cement Brixton’s growing popularity as a commercial destination, supporting the longer term provision of more workspace through the Brixton Central Masterplan initiative.

The council has launched a procurement process to secure an operator to take a 5-year lease. The procurement process encourages a range of workspace typologies, supporting different types of businesses at all stages of their life cycles. SIP funding will be used to support provision of tech accelerator spaces and affordable workspace targeted at local residents and engagement with the local community.

Connected to International House is an additional 11,500 sq. ft. storage space at Beehive Place (owned by Lambeth Council) to provide a new business incubation space for designers, makers and science led ventures. SIP finance will be used to provide gap finance in partnership with the council, Makerversity (a social enterprise maker-space operator), Deep Science Ventures (an accelerator for science led start-ups), and the GLA.

In addition to generating new workspace and business rates, the programme will deliver learning programmes for young people, inspiring next generation talent and increasing diversity within the creative industries. The location of this new space will also serve to animate and enliven Beehive Place and Brixton Station Road, putting local creativity on display.

Battersea Design Quarter, Battersea Exchange,
101 Prince of Wales Drive

Wandsworth Council are supporting the growth of a new SME focused creative enterprise quarter in Battersea drawing on traditional strength in design in the area but strengthened in scale and scope due to Apple relocation to Battersea Power Station, Royal College of Art expansion and wider development in Nine Elms.

The Council has worked with developers to identify spaces for cultural and creative production. The Battersea Exchange development by Taylor Wimpey for example will provide the location for a new 8,000 sq. ft. design focussed workspace in railway arches. SIP funds would provide gap funding to enable specialist providers to start operating in the area. St James' 101 Prince of Wales Drive has provision for flexible business/education space in its first phase due to complete in 2019. SIP funding would also enable occupation by a design focused specialist provider. Both projects will be catalytic in developing the Design Quarter concept, demonstrating its potential and stimulating wider commercial investment in advance of Apple arriving. There would be a commitment to providing benefit to local communities through skills and business support and schools engagement, ensuring they can benefit from longer term economic change in the area. There is emerging commercial interest in upgrading SME workspace provision in the area and these two projects will provide key demonstrators to set the tone and direction of the area.

Please note: A full workspace project schedule for the South London Innovation Corridor Programme with itemised project descriptions and outputs is available on request, which includes additional projects which drive the headline outputs and can be delivered between 2018/19 and 2021/22.

Programme strand 2: Business support

In addition to excellent supply of key workspace typologies, strong CDI clusters are also made up of other important programmes and institutions such as sector-focussed business support, networks, accelerators and university support for innovation — providing knowledge spillovers and innovation.

Whilst our boroughs contain some outstanding business support activity, the scale and range of support programmes must expand to drive high-growth enterprise and support residents facing greater barriers to starting and growing a business. Councils can make an important contribution, but evolving a stronger business support ecosystem will require business communities, higher education and enterprise support bodies to take the lead.

In forming our application, we have engaged with Goldsmiths University of London, London South Bank University, Royal College of Art, and Capital Enterprise — who are uniquely positioned to help guide our partnership as London's only membership body for organisations supporting entrepreneurship in London. Capital Enterprise and our higher education partners will provide our borough partnership with strategic direction on the implementation of complementary business support and accelerator projects.

The following business support priorities have been identified and will form the basis for tendering business support work packages. With a focus on business support programming taking place within the workspaces within the programme, these work packages will include:

Diversity in Digital: The Tech Nation Report highlights that only 19% of the digital workforce is female, with this underrepresentation also apparent in start-up statistics. Research suggests that women's lack of access to certain male-dominated networks, such as those that dominate the venture capital industry, makes it more difficult for them to access the capital needed to grow their businesses. Statistics from Capital Enterprise also reveal that Londoners from BAME backgrounds are significantly underrepresented within the capital's accelerator programmes that provide excellent support to the digital start-up community.

- The South London Innovation Corridor programme will pilot a Diversity in Digital initiative, focussed on high-growth potential businesses, and will deliver:**
- Community engagement & outreach (e.g. Female Founders events) through existing tech, creative networks and meet-ups, leading to pipeline of 200 under represented entrepreneurs**
- Expansion of the recruitment networks of, and reducing bias within existing local pre-accelerator, accelerator and investment readiness programmes through extensive outreach and engagement activity with women and minority communities.**

- **Resourcing 30 reserved places for founders from disadvantaged on local pre-accelerator, accelerators and 'investment readiness' programmes**
- **Using an 'inspiration capital' campaign to showcase the successful founders of BAME and female tech start-ups to the wider community**
- **Developing and delivering a new 'pay it forward' mentor programme, securing 20 volunteer mentors that will match 40 "first time founders" with experienced founders and ex-entrepreneurs**

Grassroots CDI Enterprise: Start-up statistics indicate that most entrepreneurs will fail within 3 years without dedicated, holistic support, particularly for entrepreneurs that don't come from affluent families and who don't have a support network available to them. Many local people consider becoming self-employed or starting their own CDI business. We want to give people the support and advice they need to explore and develop their business ideas and turn them into reality.

Within the South London Innovation Corridor, there are a small number of innovative business support agencies providing new models of business support to residents from disadvantaged backgrounds. Creative and digital enterprises are a popular choice, but funding for this support is increasingly scarce. The Grassroots CDI programme will be targeted at residents facing significant barriers to starting a CDI business. Start-up and follow-on support will be provided to entrepreneurial local residents who will benefit from:

- **Practical advice about starting your own business, as well as the opportunity to develop ideas and business concepts.**
- **Specialist knowledge through CDI topic workshops, 1-to-1 coaching and dedicated mentoring**
- **Core business skills such as marketing, project management and financial literacy**
- **Free or very low cost spaces within workspaces supported by the programme**
- **Access to professional support networks that build social capital**

CDI Accelerators: Accelerator programmes provide intense mentor support and expertise to cohorts of tech start-ups in order for them to reach commercial and technical milestones that are needed for them to raise Venture Capital and thereby rapidly scale their business, achieve their ambitions and create jobs. Originally conceived in Silicon Valley, the Accelerator model has become an increasingly popular and vital part of leading start-up ecosystems in leading global clusters including London, Berlin, and Tel Aviv.

Increasingly, Pre-Accelerator programmes are providing training and mentorship to first-time entrepreneurs to develop necessary knowledge and skills to launch a project, join an accelerator, or find initial investment. Typically, a Pre-Accelerator programme will last for 6-8 weeks and conclude with a pitch to accelerators, grant providers and early-stage investors.

The South London Innovation Corridor programme will identify and

work with Pre-Accelerator and Accelerator programmes to promote and deliver within the programme area and workspaces.

Programme strand 3: Talent development

CDI businesses are extremely concerned about the effect of Brexit on access to talent. CDI businesses will increasingly need to recruit locally and support efforts to up-skill and enable more people from diverse backgrounds to access these industries.

The CDI sectors can provide well-paid, secure employment for people from a wide range of educational and social backgrounds. But the lack of diversity and equality in the creative industries is under the spotlight. Recent reports from the Creative Industries Federation, Tech Nation, Arts Council England, the Warwick Commission, and the GLA all emphasise the need for action.

Our boroughs are highly diverse, with high proportions of residents from BAME backgrounds. But like other high value sectors, the UK's creative and technology workforce does not reflect this diversity:

- 11.4% of creative job roles held by BAME employees**
- Women, people with disabilities and from lower-income backgrounds are underrepresented overall, and less likely to be in senior roles**
- People from more advantaged socio-economic groups account for 92% of the workforce in the Creative Economy, compared to 66% in the wider UK economy**
- There is also a significant issue of gender inequality in the digital economy. As highlighted in the Tech Nation 2018 report, only 19% of the digital tech workforce is female.**

Research demonstrates that barriers to entering and building a career within the CDIs typically include:

- Socio economic status**
- Lack of understanding of education and career pathways**
- Lack of social networks**
- A creative and digital skills gap**
- Employer practises and biases e.g. informal recruitment; unpaid internships**

Tackling these issues and ensuring that any growth in the CDI benefits local people is a priority for all four boroughs, and therefore targeted activity is needed, and forms a key strand of our proposed programme.

Building on existing initiatives and shared employment and skills programmes involving our borough partners, we will create career pathways that support people at a variety of levels within CDI. This can be categorised into two complementary work streams which sit alongside the support outlined above to encourage people from more diverse backgrounds to start a business in the CDI:

Getting into the CDI: Supporting and inspiring local people to access job opportunities in the CDI is crucial in enabling inclusive growth. This will include a number of strands of activity that will raise awareness of opportunities, start to address skills deficits and support residents into vacancies:

- Inspiring young people at school and in education to understand what careers are available in CDI through employers engaging with schools in career talks, curriculum design, mentoring and work experience**
- Providing bespoke pre-apprenticeship and pre-traineeship engagement and training, so that people who apply for apprenticeships and traineeships in the CDI have a better understanding of the expectations of employers and the range of opportunities available**
- Delivering high quality traineeships and apprenticeships that provide people with support and training to enable the best start possible to a career in the CDI**
- Work placements and paid internships with CDI employers to provide an opportunity for people to develop on-the-job skills and experience**
- Job brokerage services to identify and recruit to vacant positions with local CDI employers, matching suitable job seekers with the skills being sought by employers**

Elements of this activity are already underway in each of the boroughs, often through locally commissioned services. Funding from this programme would be targeted at providing pre-apprenticeship engagement and training so that the opportunities being created are actively marketed at local people who sometimes struggle to access them; and on work placements and paid internships, providing a model that supports people to get on-the-job skills and experience.

The programme will benefit from strong existing relationships with major CDI employers including ITV and the major cultural institutions along the South Bank.

In-work progression: Ensuring that people can progress in work, moving to different roles that pay well is important in ensuring residents are financially secure and benefiting from economic growth.

Supporting people to progress in work is a relatively new area of employment support, and there have only been a limited number of programmes to date that have sought to provide this support. The support will encourage employers to invest in training and development for their staff, and will seek to work with employees on a 1-1 basis to develop personalised approaches to enable people to progress in their careers.

This work stream will also seek to build on the Mayor's Good Work Standard, which itself encourages employers to pay their employees a fair wage and provide development opportunities.

Alignment with National, Regional and Local Strategies

National alignment

Supporting creative and digital economic growth is a key component of the UK's Industrial Strategy — one of only five sectors being deliberately targeted for government support. Our programme aligns with the recently published UK 'Creative Industries Sector Deal'. Picking up on Sector Deal recommendations the programme will:

- **Respond positively to the gap in seed stage finance to support business innovation and scale-up potential — through the CDI Accelerator programme in partnership with business support agencies and angel investor networks**
- **Focus on support for existing and emergent clusters, in line with one of the key recommendations of the Sector Deals**
- **Provide a local response to the Sector Deal priority to open up creative jobs to people of every background**

The sector deal gives rise to around £150m of government funding opportunities. Our partnership will be well positioned to compete for resources that could complement SIP investment.

Regional alignment

The Mayor of London has placed increased emphasis on the importance of supporting London's creative economy: *"London's cultural and creative industries will be a major source of future jobs in the capital. The Mayor wants all Londoners to be able to access employment opportunities in the creative and cultural industries and for businesses to be able to find the talent they need."*

Mayor's Economic Development Strategy 2018

Our programme builds on recent work amongst partner borough in response to Mayoral initiatives supporting the creative and digital economy — including Good Growth Fund; Creative Enterprise Zone; and London Borough of Culture programmes. And the programme aligns with existing Opportunity Area Frameworks and new London Plan policies (e.g. affordable workspace policy ED3).

At a sub-regional level, the creative industries are prioritised as a key sector for focus within the Central London Forward Skills Strategy.

Local alignment

All partner boroughs have prioritised creative and digital economic growth at a political level, reflecting in Borough Plans and local area strategies. The programme is underpinned by recent research (e.g. Lambeth CDI Study 2017; Lewisham CDI Baseline 2017, Wandsworth Employment Land Review 2017) and action plans (e.g. Southwark Workspace Strategy and Old Kent Road Area Action Plan).

Programme Management

There is a tradition of collaboration between our boroughs on initiatives to support economic development and attract investment. Currently, Lewisham, Southwark and Lambeth have led the development of the tri-borough Better Placed employment and skills programme.

Lambeth and Wandsworth have worked collaboratively for several years to coordinate investment in the high-growth Vauxhall Nine Elms Battersea Opportunity Area. The management of our proposed programme will build on this track record of collaboration.

Lambeth will be accountable body for the programme. Within Lambeth the council's Investment and Growth team will oversee day to day programme management. Project direction will be provided by the Director Growth, Planning and Employment; Assistant Director Investment & Growth and Head of Business, Culture and Inward Investment. The Investment & Growth team has award-winning expertise in workspace delivery, economic development, and creative industries support initiatives. They will be responsible for the day-to-day contact with the Corporation of London; quarterly monitoring returns and claims.

To form the proposed programme, an Officer Group has been created with lead officers within Regeneration and Employment & Skills teams within Lambeth, Lewisham, Southwark and Wandsworth. This group will report into a Partnership Board comprised of Cabinet Members, higher education establishments and private sector representatives to oversee delivery of the programme across the four borough Geography. Similarly, officers within Lewisham, Southwark and Wandsworth have recent expertise in enabling high impact workspace and business support programmes.

In recent years, the local authority programme partners have enabled several high profile workspace initiatives, including Pop Brixton, Granby Space, Build Studios, Peckham Levels, Lewisham DeK workspaces. Lambeth and Wandsworth Councils are recent winners of Federation of Business and London Councils awards in recognition of growth and business support programmes. Lambeth and Lewisham are recent winners of the Mayor of London's first-ever Creative Enterprise Zones in London. Our strategic partner on Business Support has led some of the UK's highest performing European Regional Development Fund programmes supporting the creative and digital economy in recent years. The proposed programme is therefore grounded in significant expertise. It is ambitious but deliverable.

State Aid

Expert legal advice will be taken to ensure that State Aid regulations are adhered to throughout the programme.

De minimis aid is used to describe small amounts (€200,000 over a rolling 3 year period, per organisation receiving support) of funding. When granting support, the Programme Manager will ensure that any award does not breach the €200,000 maximum over a rolling 3 year period. This will be done by:

- Ensuring that the organisation receiving the award is asked about any aid received (either in cash or in kind) during the previous 3 fiscal years; determining how much of this was de minimis aid. The information provided will be checked to ensure that the limit is not breached on receipt of support.**
- The recipient will be informed that the aid they are receiving is de minimis aid and that this must be declared in future if asked. They would be provided with written confirmation of the amount received and reminded that records must be kept for a minimum of 3 years.**
- The council would keep records of all payments made for 10 years from the last payment.**

In terms of grant funding for projects that exceed €200,000 (including the Workspace projects within the programme) if necessary local boroughs will make use of relevant articles and allowances provided by the European Commission General Block Exemption Regulations (e.g. Article 27 ‘Aid for innovation clusters’; Article 52 ‘Aid for broadband infrastructures’) which have been used frequently by public bodies and local authorities in the UK in relation to affordable workspace and broadband infrastructure projects. However, as stated above, on a project by project basis the delivery team will be guided by Lambeth’s Legal Services team and external solicitors to ensure compliance with the latest legislation.

Monitoring and Evaluation

A monitoring and evaluation framework will be created which will include a clear baseline position for project outputs and outcomes. The production of the evaluation framework would be undertaken by an external consultancy at the start of the project. They would be procured to undertake the longitudinal evaluation of the project from start to finish.

The baseline position will be formed by collating existing evidence and information — all boroughs involved have undertaken relevant research recently. New evidence will be collected for any indicators not covered by existing research.

A robust logic model will set out a crystalised approach to how the programme will deliver against the aims; acting as a road-map for measuring progress and informing development of the evaluation framework. The logic model will also act as a tool to communicate the programme strands to external audiences in a clear and conciseway.

Outputs will be monitored on a quarterly basis, guided by and utilising the monitoring and evaluation framework outlined above. It will assess progress of key project outputs against the baseline position and targets.

Recognising the importance of ‘getting the evaluation right’ for our programme, a named individuals within the programme team will be responsible for coordinating all evaluation activity, ensuring the highest quality and robustness of data capture, collation and analysis. Training sessions will be delivered to contracted delivery providers to ensure they have the systems in place to capture and evidence activity.

Performance reviews will be completed to illustrate whether the project is being delivered effectively. This will involve undertaking focus groups and meetings with key stakeholders to understand their perspectives. The results will be captured in an annual report which will outline key lessons learned and how the programme can evolve to address them. This would be shared publicly.

Regular reporting will be undertaken for the Corporation of London in line with the requirements of the funding agreement. This will include regular reports on project progress, issues and contractual spend.

Evidence of support from participating boroughs / partners

This application has been formed through close collaboration between the four partner authorities. Letters of endorsement by all council leaders are provided at Appendix 2. Additional letters of support from key stakeholders are also provided.

Following discussions with Central London Forward (CLF) we have requested confirmation of support for this bid from the CLF Board at their meeting in June.

Accountable bidding borough lead officer contact details

**Matthew Blades, Head of Business,
Culture & Inward Investment, Lambeth Council
mblades@lambeth.gov.uk**

Appendices

Appendix 1: Outline Programme Budget

Appendix 2: Letters of Support

Appendix 1: Outline Programme Budget*

Programme Category	SIP Budget (£)	Outputs
Workspace	5,200,000	— 145,000 sq.ft. new or refurbished commercial space — 1,200 jobs — 390 businesses supported
Business Support	800,000	— 140 businesses supported
Talent Development	1,000,000	— 525 talent development opportunities including pre-apprenticeship, apprenticeship, work experience opportunities and in-work progression
Accountable Body Programme Management Function	400,000	N/A
Partners Borough Programme Management & Technical Support	400,000	N/A
R&D / Knowledge Exchange; Fundraising; Promotion	200,000	— 2 knowledge exchange events — 2 research projects
Total	8,000,000	

***Please note: A detailed programme budget and project outputs breakdown is available on request. The match funding for the programme is £17,500,000 and substantially more with in-kind contributions.**

Appendix 2: Letters of Support

London Borough of Lambeth	Page 27
London Borough of Lewisham	Page 29
London Borough of Southwark	Page 30
London Borough of Wandsworth	Page 31
Goldsmiths University of London	Page 32
London South Bank University	Page 33
Royal College of Art	Page 34
Capital Enterprise	Page 35

From the Leader of the Council

Our Ref: **Leader/2018-05/021**

Your Ref:



Thursday, 31 May 2018

STRATEGIC INVESTMENT POT APPLICATION

To whom it may concern

I am delighted to submit this Strategic Investment Pot application to the Corporation of London, which has been developed in close partnership with Lewisham, Southwark and Wandsworth councils.

The South London Innovation Corridor programme brings together four boroughs (Lambeth, Lewisham, Southwark and Wandsworth), and a world class partnership of higher education, entrepreneur support agencies and employers – all aligned around a vision to catalyse inclusive creative and digital economy growth.

To achieve this, strategic investments will be made into contiguous central (South Bank; Vauxhall Nine Elms Battersea) and local growth clusters (Brixton; New Cross; Old Kent Road; Peckham; Camberwell; and Wandsworth) in the following areas:

- **Workspace:** capital investment into affordable workspace and incubators projects, delivering substantial new commercial floorspace
- **Business support:** cross borough networking; accelerators and support for creative and digital start-ups supporting substantial job creation
- **Talent development:** cross-borough creative and digital employment initiatives focussed on enabling disadvantaged groups to access employment and support career progression

This integrated programme of investment will enable creative and digital sector growth to take root across a wide area of inner south London, generating new business development, supporting local regeneration strategies and meeting the needs of disadvantaged communities. By working across this geographic scale, a powerful innovation and enterprise ecosystem can be developed that maximises the economic potential of the area and generates London scale impact.

London Borough of Lambeth
Leader's Office
Lambeth Town Hill
Brixton Hill
London SW2 1RD

Telephone: 020 7926 1167
www.lambeth.gov.uk

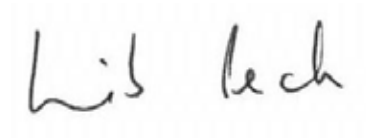


INVESTOR IN PEOPLE

Having coordinated the development of this application, Lambeth Council is committed to playing an Accountable Body role.

Should you have any queries regarding this application please don't hesitate to contact Matthew Blades, Head of Business & Inward Investment, (mblades@lambeth.gov.uk).

Yours Sincerely

A handwritten signature in black ink, appearing to read 'Lib Peck', is centered below the 'Yours Sincerely' text.

Lib Peck
Leader of the Council
London Borough of Lambeth



Damien Egan
Mayor of Lewisham
Mayor's Office
Fifth floor, Laurence House
Catford
London SE6 4RU

damien.egan@lewisham.gov.uk
@damienegan
020 8314 6193

31 May 2018

To whom it may concern

I am delighted to support the joint Lambeth, Lewisham, Southwark and Wandsworth application to the Strategic Investment Pot (SIP) to support inclusive growth in our creative industries across south London.

Lewisham has a well-established and effective working relationship with Lambeth and Southwark through the Better Placed Partnership which has supported 1,567 people through the Pathways programme and 505 residents into work. Lewisham is also working with Goldsmiths University and Southbank University on the ERDF DeK Business Growth programme which is delivering strategic, practical and innovative support to businesses who want to achieve growth.

I warmly welcome this exciting proposal which builds on our existing programmes and extends our three borough partnership to include Wandsworth. The creative digital industries play a critical role in the local economy of our four boroughs and it is my view that this bid, with its focus on capital investment in supportive workspace combined with business and employment support, will deliver inclusive growth for all our communities.

I am pleased to be able to offer this letter in support of this proposal.

Your sincerely,

Damien Egan
Mayor of Lewisham

Councillor Peter John, OBE

Leader of the Council

Labour Member for Champion Hill Ward
Cabinet Suite, Chief Executive's Department

peter.john@southwark.gov.uk

Tel: 020 7525 7158

30 May 2018

Ref: Cllr PJ/H/jcm

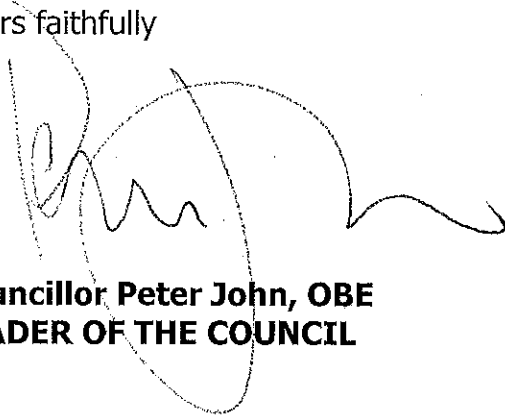
To whom it may concern

I am writing in support of the joint Lambeth, Lewisham, Southwark and Wandsworth application into the Strategic Investment Pot (SIP).

I welcome this exciting initiative that will support creative and digital industry (CDI) growth across this part of south London. The CDI sector plays a critical role in the local economy of our four boroughs. It is our view that this bid, with its focus on capital investment in supportive workspace combined with business and employment support, will ensure the sector continues to play a key role in promoting inclusive growth.

I am pleased to be able to offer this letter in support of this project.

Yours faithfully



Councillor Peter John, OBE
LEADER OF THE COUNCIL



From the Leader of the Council

*Leader's Room,
The Town Hall, Wandsworth High Street,
London SW18 2PU*

*Telephone (020) 8871 6042
Fax (020) 8871 8611*

Catherine McGuinness
Chairman of the Policy and Resources Committee
Corporation of London
Guildhall
London
EC2P 2EJ

29th May 2018

Dear Ms McGuinness

I am writing in support of the joint Lambeth, Lewisham, Southwark and Wandsworth application into the current Strategic Investment Pot (SIP) funding round.

Wandsworth Council welcomes this exciting initiative that will support creative and digital industries (CDI) across the four boroughs. The CDI sector plays a critical and increasingly important role in the local economy of this part of South London.

Wandsworth will see the arrival of Apple UK's headquarters when they move to Battersea Power Station in 2021. Together with the expansion of the Royal College of Art's campus in Battersea, this will further reinforce the inner south London boroughs as a critical part of the London and national economy. It is our view that this bid, with its focus on capital investment in supportive workspace combined with business and employment support will ensure the sector continues to play a key role in promoting inclusive growth.

I am therefore pleased to be able to offer this letter in support of this project.

Yours sincerely

Councillor Ravi Govindia CBE
Leader, Wandsworth Borough Council

**from the Warden
Patrick Loughrey**

Tel +44 (0)20 7919 7900
warden@gold.ac.uk

Goldsmiths, University of London
New Cross, London SE14 6NW
www.gold.ac.uk
Tel +44 (0)20 7919 7171

30th May 2018

To Whom It May Concern,

Re: London Borough of Lambeth led Strategic Investment Pot application

I am writing in support of the Lambeth-led, multi-borough application to the Strategic Investment Pot to support inclusive creative and digital economic growth across the south London boroughs.

Goldsmiths has a strong partnership with the London Borough of Lewisham. Most recently we have been a delivery partner in the Lewisham DEK business growth programme providing specialist expertise to SMEs around creative entrepreneurship in Lewisham.

We were pleased to engage with the truly collaborative approach taken in this SIP application to build partnerships and provision across four local authority areas and bringing together anchor institutions in each. We are a lead partner with Lewisham as part of the national Leading Places programme and our focus is on the actions we and other anchor organisations in the borough can take to support a more inclusive local economy.

We believe that the proposed programme of activity across the four boroughs will enable the delivery of much stronger local economic growth and strengthen the argument in terms of the devolution of business rates to localities. We look forward to working with partners to deliver a better return for business and job growth that benefits local communities in south London.

Yours faithfully,



Patrick Loughrey
Warden



EST 1892

**London
South Bank
University**

103 Borough Road London SE1 0AA
T +44 (0)20 7815 7815 lsbu.ac.uk

To whom it may concern

Re: Support for the Lambeth led Strategic Investment Pot application

I am writing in support of the Lambeth led cross borough application to support inclusive creative and digital economy growth in south London.

London South Bank University recognizes the major untapped growth potential of the creative and digital industries to drive economic growth in south London.

The proposed programme approach to making strategic investment in workspace and business incubators, cross borough business support and talent development to enable disadvantaged communities will provide a comprehensive package of support.

The partnership approach outlined in the application builds on recent collaborative work between local boroughs, LSBU and other higher education partners. For example, the Leading Places programme with Lambeth and Southwark and the ERDF funded DEK growth programme in partnership with Lewisham and Goldsmiths.

We look forward to working with Lambeth, neighboring boroughs, and other higher education and industry partners to help mobilize the programme later in 2018/19. We believe strong results can be quickly delivered to help bolster the case for greater business rate devolution to London.

Yours sincerely

Professor Paul Ivey
Pro-Vice Chancellor (Research & External Engagement)



Royal College of Art

Postgraduate Art & Design

29 May 2018

To whom it may concern,

I am writing in support of the joint Lambeth, Lewisham, Southwark and Wandsworth application into the current Strategic Investment Pot (SIP) funding round.

The Royal College of Art is pleased to be expanding its research and innovation capabilities in Battersea through our Battersea South development and is supportive of Wandsworth Council's ambitions to develop a technology driven creative design quarter in the area. We welcome this exciting cross-borough initiative that will support creative and digital industries (CDI) across the wider south London area. The CDI sector plays a critical and increasingly important role in the economy and the RCA is an important driver nationally as well as at the local level. In addition to the RCA expansion, Wandsworth will see the arrival of Apple UK's headquarters when they move to Battersea Power Station in 2021 and this will further reinforce the economic potential of the inner south London boroughs. It is our view that this bid, with its focus on capital investment in supportive workspace combined with business and employment support, will ensure the sector continues to play a key role in promoting inclusive growth.

I am therefore pleased to be able to offer this letter in support of this project.

Yours sincerely,

Dr Paul Thompson, Vice-Chancellor

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31 May 2018

To whom it may concern

Re: Support for the Lambeth led Strategic Investment Pot application

I am writing in support of the Lambeth led cross borough application to support inclusive creative and digital economy growth in south London.

The proposed programme approach to making strategic investment in workspace and business incubators, business support, accelerators and talent development to will help to drive forward growth in inner south London.

The partnership approach outlined in the application builds on recent collaborative work between Capital Enterprise, Lambeth, neighbouring authorities and higher education partners.

We look forward to working with Lambeth, Lewisham, Southwark, Wandsworth and industry partners to help mobilise the programme later in 2018/19.

We believe the programme design will deliver outstanding and can be quickly mobilised to help bolster the case for greater business rate devolution to London.

Yours sincerely



John Spindler
CEO, Capital Enterprise

Appendix A – South London Innovation Corridor Application

South London Innovation Corridor

Output Definitions

A partnership project with



Output Definitions

This paper sets out the Output Definitions for the South London Innovation Corridor programme. The definitions have been informed by best practice approaches, such as definitions used by the *European Regional Development Agency* and *Greater London Authority*.

Each Output Definition includes sub-sections for:

- *Unit of Measurement*.
- *Count Criteria* - what can be recorded against this indicator.
- *Count Threshold* - the minimum requirement or threshold for recording (one count of) this indicator.
- *Count Exclusions* - activity that cannot be counted against this indicator.
- *Verification Evidence* - records that need to be retained to count this indicator

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New Workspace

Unit of Measurement

Square feet (ft²)

Count Criteria

The entire area inside the external walls of the building in which the workspace resides, including corridors, lifts, plant rooms, service accommodation, which is newly built/constructed as part of the operation, or upgraded buildings refurbished, extended, improved or adapted for productive use as a workspace.

Count Threshold

Rounded down to the nearest square foot.

Count Exclusions

Workspaces that have not received capital works funding from the programme.

Verification Evidence

Letter from the workspace provider listing the address of premises included postcode and appending the following or equivalent of:

- surveyor reports from pre and post completion of works (the equivalent of this could be photos of before and after, with invoices as a record of expenditure);
- architects' floor plan drawings showing floor space area;
- a copy of the completion certificate to demonstrate works undertaken (the equivalent of this could be a building control certificate or invoices as a record of expenditure, potentially with a site visit from the provider of the grant); and,
- either:
 - a statement of estimated growth in rateable value with supporting information such as, for example, market rent valuations by a commercial agent to identify the approximate rateable value of the workspace before the intervention and after the intervention; or,
 - *Valuation Office Agency website* screenshots of the workspace rateable value *before* and *after* the intervention, with the exception of new developments when it would only be after the intervention.

Growth in Rateable Value

Unit of Measurement

Great British Pounds (£)

Count Criteria

Growth in rateable value of the workspaces in the programme, calculated by subtracting the original rateable value from the new rateable value after the intervention.

Count Threshold

The growth in rateable value equates to the increase in rateable value (£) as set out by the Valuation Office Agency. However, if the valuation is not available within the reporting timeframe, the growth in rateable value would equate to the growth in estimated rentable value.

Count Exclusions

None

Verification Evidence

Either:

- a statement of estimated growth in rateable value with supporting information such as, for example, market rent valuations by a commercial agent to identify the approximate rateable value of the workspace before the intervention and after the intervention; or,
- *Valuation Office Agency website* screenshots of the workspace rateable value *before* and *after* the intervention, with the exception of new developments when it would only be after the intervention.

Unit of Measurement

Jobs (including full and part-time jobs)

Count Criteria

The purpose of this output is to identify the total number of people working from the workspaces within the programme after the intervention, and potentially at subsequent points within the term of the programme.

The basis of this output is that South London Innovation Corridor programme will play a direct role in both creating space for new CDI jobs in the programme area and attract CDI jobs to the area, such as through inward investment promotional activity by the workspace operators and other stakeholders.

Count Threshold

This indicator can be counted for every person working from the workspaces within the programme whether on a full or-part time basis.

Count Exclusions

To avoid double counting, a job can only be counted once within the programme, so if a person is working from more than one workspace in the programme, they can only be counted if they are not already counted by the other workspace in the programme.

Verification Evidence

- *Report/s* signed by the workspace provider setting out the number of people working from the site.
- *Report/s* from the delivery organisation stating percentage of New Jobs outputs are BAME beneficiaries¹.
- *Collection and retention of record of person/s (subject to data protection regulations)* –available for inspection upon request of Lambeth Council as Accountable Body for all New Jobs including: Name, address including post code, basic information¹ and contact details of people directly receiving the support within the businesses being supported.

¹ Basic information is for measuring diversity and is to include details on: Gender (Male/Female/ Prefer not to say); Age (The following age categories should be used: 16-24/25-29/30-34/35-39/40-44/45-49/50-54/55-59/60-64/65+/Prefer not to say); Disability ("Do you consider yourself to have a disability?" Yes/No/Prefer not to say); and Ethnicity (White/Mixed / Multiple ethnic groups/Asian / Asian British/Black / African / Caribbean / Black British/Other ethnic group/Prefer not to say)

Businesses Supported

Unit of Measurement

Number of businesses

Count Criteria

The type of support includes:

- *Workspace Support*² - businesses located in workspaces newly built/constructed, refurbished, improved or adapted through SIP investment.
- *Non-Financial Support* - including consultancy, information, diagnostic advice and guidance to individual businesses. Assistance counted can include initial diagnostic and assessments, as well as any defined subsequent support. The method for delivering assistance can be one-to-one or in groups, face-to-face, telephone or web-based dialogue, through conferences, seminars, meetings, and workshops dependent on the needs of individual businesses. Support can be provided across a range of subjects including (but not limited to): management/leadership support; employment guidance (including recruiting apprenticeships); workforce development; corporate and social responsibility; access to new supply chains and markets including new international markets; marketing; innovation and commercialisation of research and development; process improvement, quality assurance; access to finance; direct loans and financial instruments; and, resource efficiency.
- *Financial Support* - including assistance for investment that results in the production of goods and/or services.

This output indicator covers all size of business - sole trader, micro business, small and medium-sized enterprise, large business. It includes social enterprises and non-profit organisations where these engage in economic activity.

Activities should support the programme's objectives and be directed towards ultimately improving the performance of the business.

Count Threshold

To count one instance of this indicator evidence must be provided to demonstrate the project has provided the following:

- *For workspace support:* per business located in a workspace that is part of the programme, during the term of the programme (October 2018 – March 2022), part or full-time, temporary or longer-term. Note, if, for example, a business

² This is the primary output type for workspace agreements within the programme

takes space then moves on, if another business occupies the same space, then that can be included as an output.

- *For non-financial support:* two tiers as decided within the respective agreements with the business support provider/s, as follows:
 - per business benefiting from 2 hours one-to-many (group) training delivered through the programme.
 - per business benefiting from 2 hours one-to-one consultancy, advice and guidance delivered through the programme.
 - per business benefiting from 12 hours one-to-one consultancy, advice and guidance delivered through the programme.
- *For financial support:* grant or loan finance investment of at least £1,000.

Count Exclusions

A specific Businesses Supported output can only be counted once by the South London Innovation Corridor programme, so it is important for delivery organisations to know if businesses they are supporting have been supported by others in the programme.

Distribution of generic guidance, mail-shots and brochures (electronic or hard copy) are excluded.

Verification Evidence

- *Record of business* – Name, address including post code, contact details, company registration number (CRNs) if applicable and size of the business (such as sole trader, small and medium-sized enterprise or large company).
- *Record of person/s (subject to data protection regulations)* - Name, address including post code, basic information³ and contact details of people directly receiving the support within the businesses being supported.
- *For workspace support* – Record of businesses (as outlined above) located in a workspace project that is part of the programme
- *For Non-Financial Support* - Details of the business support provided, including associated date/s.

³ Basic information is for measuring diversity and is to include details on: Gender (Male/Female/ Prefer not to say); Age (The following age categories should be used: 16-24/25-29/30-34/35-39/40-44/45-49/50-54/55-59/60-64/65+/Prefer not to say); Disability ("Do you consider yourself to have a disability?" Yes/No/Prefer not to say); and Ethnicity (White/Mixed / Multiple ethnic groups/Asian / Asian British/Black / African / Caribbean / Black British/Other ethnic group/Prefer not to say)

- *For Financial Support* - Documentation demonstrating the minimum threshold of financials support has been provided to the business.

Talent Development Opportunities

Unit of Measurement

Number of opportunities

Count Criteria

Sum of the following:

- Number of people completing CDI Paid Work Experience
- Number of people receiving CDI Pre-Employment/Pre-Apprenticeship training
- Number of people entering CDI Employment
- Number of CDI Apprenticeships created
- Number of people starting CDI Apprenticeships
- Number of people supported with CDI In-Work Progression

It is allowable for the same person to receive each of the following as part of a skills and employment journey: CDI Paid Work Experience, CDI Pre-Employment/Pre-Apprenticeship Training, CDI Employment/Apprenticeships, and CDI In-Work Progression.

Count Threshold

To count, opportunities need to comply with the definitions for CDI Paid Work Experience, CDI Pre-Employment/Pre-Apprenticeship Training, CDI Employment, CDI Apprenticeships Created/CDI Apprenticeships and CDI In-Work Progression as defined in this document.

Count Exclusions

Exclusions as set out in the respective definitions of CDI Paid Work Experience, CDI Pre-Employment/Pre-Apprenticeship Training, CDI Employment, CDI Apprenticeships, and CDI In-Work Progression.

Verification Evidence

Verification as set out in the respective definitions of CDI Paid Work Experience, CDI Pre-Employment/Pre-Apprenticeship Training, CDI Employment, CDI Apprenticeships Created, CDI Apprenticeships and CDI In-Work Progression.

CDI Paid Work Experience

Unit of Measurement

Number of people

Count Criteria

Number of people gaining at least 20 hours of paid work experience in the Creative and Digital Industries ("**CDI**").

Ideally, work experience will be paid at London Living Wage. Where this requirement may limit opportunity, employers are required to offer at least National Living Wage.

Count Threshold

To count, people need to have completed a paid work experience as a consequence of the programme's intervention.

Count Exclusions

To avoid double counting, only one CDI paid work experience outcome can be made per person, even if the person has been supported to gain multiple CDI paid work experiences.

Verification Evidence

- *Record of person/s* - Name, address including post code and basic information⁴.
- *Written confirmation* from a senior member of staff in the organisation providing the work experience, confirming the work experience was undertaken. This should include details of the work experience role, date/s, number of days and how much was paid.
- *Record of business* - Name, address including post code, contact details, company registration number (CRNs) if applicable and size of the business providing the work experience (such as sole trader, small and medium-sized enterprise or large company).

⁴ Basic information is for measuring diversity and is to include details on: Gender (Male/Female/ Prefer not to say); Age (The following age categories should be used: 16-24/25-29/30-34/35-39/40-44/45-49/50-54/55-59/60-64/65+/Prefer not to say); Disability ("Do you consider yourself to have a disability?" Yes/No/Prefer not to say); and Ethnicity (White/Mixed / Multiple ethnic groups/Asian / Asian British/Black / African / Caribbean / Black British/Other ethnic group/Prefer not to say)

CDI Pre-Employment/Pre-Apprenticeship Training

Unit of Measurement

Number of people

Count Criteria

Number of people who have received bespoke pre-employment/pre-apprenticeship training and support, effectively preparing them for employment in CDI jobs and apprenticeships. Training should support a better understanding of the expectations of employers, and the range of opportunities available in the Creative and Digital Industries ("CDI").

Count Threshold

To count, people need to have received one of the following as decided by the agreement between the delivery organisation/s and the South London Innovation Corridor accountable body which is Lambeth Council:

- a minimum of six hours of training delivered in person;
- individual employment support e.g. CV creation/update, job application, application for apprenticeship.

Count Exclusions

None.

Verification Evidence

- *Record of person/s (subject to data protection regulations)* - Name, address including post code, basic information⁵.
- *Training Evidence* - Electronic or paper record of hours of training provided and details on the training provided with associated time and dates.
- *Evidence of Employment Support* – Electronic or paper record of individual employment support e.g. CV, job or apprenticeship application, employer correspondence

⁵ Basic information is for measuring diversity and is to include details on: Gender (Male/Female/ Prefer not to say); Age (The following age categories should be used: 16-24/25-29/30-34/35-39/40-44/45-49/50-54/55-59/60-64/65+/Prefer not to say); Disability ("Do you consider yourself to have a disability?" Yes/No/Prefer not to say); and Ethnicity (White/Mixed / Multiple ethnic groups/Asian / Asian British/Black / African / Caribbean / Black British/Other ethnic group/Prefer not to say)

CDI Employment

Unit of Measurement

Number of people

Count Criteria

Number of people who have commenced employment in the Creative and Digital Industries ("**CDI**").

CDI employment can include: jobs that are a creative and digital discipline in CDI businesses; jobs that are a creative or digital discipline albeit in non CDI businesses; and, CDI jobs can include non-creative and non-digital disciplines but within CDI businesses.

Jobs must be a minimum number of hours per week (to be agreed with the South London Innovation Corridor Officer Group), with a minimum anticipated duration in terms of weeks (to be agreed with the South London Innovation Corridor Officer Group).

Count Threshold

To count, people need to have commenced employment in a CDI job as a consequence of the programme's intervention.

Count Exclusions

None.

Verification Evidence

- *Record of person/s (subject to data protection regulations)* - Name, address including post code, basic information⁶.
- *Details of role* – copy of job description, hours of work, contract type, rate of pay
- *Confirmation of employment* - employer confirmation letter/email, job offer letter, contract, payslip
- *Record of business* - Name, address including post code, contact details, company registration number (CRNs) if applicable and size of the business (such as sole trader, small and medium-sized enterprise or large company).

⁶ Basic information is for measuring diversity and is to include details on: Gender (Male/Female/ Prefer not to say); Age (The following age categories should be used: 16-24/25-29/30-34/35-39/40-44/45-49/50-54/55-59/60-64/65+/Prefer not to say); Disability ("Do you consider yourself to have a disability?" Yes/No/Prefer not to say); and Ethnicity (White/Mixed / Multiple ethnic groups/Asian / Asian British/Black / African / Caribbean / Black British/Other ethnic group/Prefer not to say)

CDI Apprenticeships Created

Unit of Measurement

Number of apprenticeships created

Count Criteria

Number of new apprenticeships created in the Creative and Digital Industries ("**CDI**").

CDI apprenticeships can include: apprenticeships that are a creative and digital discipline in CDI businesses; apprenticeships that are a creative or digital discipline albeit in non CDI businesses; and, CDI apprenticeships can include non-creative and non-digital disciplines but within CDI businesses.

Apprenticeships must be on a standard recognised by the Institute for Apprenticeships and Technical Education.

Count Threshold

New apprenticeships created must not have existed within the business within the last 12 months.

Count Exclusions

Apprenticeship training undertaken by existing workforce.

Verification Evidence

- *Record of business* - Name, address including post code, contact details, company registration number (CRNs) if applicable and size of the business providing the apprenticeship (such as sole trader, small and medium-sized enterprise or large company).
- *Details of apprenticeship created* - copy of job description, hours of work, contract type, rate of pay, apprenticeship standard, level
- *Confirmation of apprenticeship recruitment* – evidence of apprenticeship recruitment activity e.g. apprenticeship vacancy advertisement

CDI Apprenticeships

Unit of Measurement

Number of people

Count Criteria

Number of people need who have started apprenticeships in the Creative and Digital Industries ("**CDI**"). This includes those commencing new employment in a CDI apprenticeship role, and existing employees commencing CDI apprenticeship training.

CDI apprenticeships can include: apprenticeships that are a creative and digital discipline in CDI businesses; apprenticeships that are a creative or digital discipline albeit in non CDI businesses; and, CDI apprenticeships can include non-creative and non-digital disciplines but within CDI businesses.

Apprenticeships must be on a standard recognised by the Institute for Apprenticeships and Technical Education.

Count Threshold

To count, people need to have started apprenticeship training as a consequence of the programme's intervention.

Count Exclusions

Apprenticeships which have been safeguarded.

Verification Evidence

- *Record of person/s (subject to data protection regulations) -*
Name, address including post code, basic information⁷.
- *Details of apprenticeship/apprenticeship training including:*
 - *New start* - copy of job description, hours of work, contract type, rate of pay, detail of apprenticeship provider, apprenticeship standard, and level
 - *Existing employee* – detail of apprenticeship provider, apprenticeship standard, and level
- *Confirmation of employment (new apprenticeship start only) -*

⁷ Basic information is for measuring diversity and is to include details on: Gender (Male/Female/ Prefer not to say); Age (The following age categories should be used: 16-24/25-29/30-34/35-39/40-44/45-49/50-54/55-59/60-64/65+/Prefer not to say); Disability ("Do you consider yourself to have a disability?" Yes/No/Prefer not to say); and Ethnicity (White/Mixed / Multiple ethnic groups/Asian / Asian British/Black / African / Caribbean / Black British/Other ethnic group/Prefer not to say)

employer confirmation letter/email, job offer letter, contract, payslip

- *Confirmation of apprenticeship training* – written confirmation of apprenticeship training e.g. confirmation from apprenticeship training provider
- *Record of business* - Name, address including post code, contact details, company registration number (CRNs) if applicable and size of the business providing the apprenticeship (such as sole trader, small and medium-sized enterprise or large company).

CDI In-Work Progression

Unit of Measurement

Number of people

Count Criteria

Number of people who have been supported to progress in their career.

This output relates to ensuring that people can progress in work. The support will encourage employers to invest in training and development for their staff, and will seek to work with employees on a 1-1 basis to develop personalised approaches to enable people to progress in their careers. This work stream will also seek to build on the Mayor's Good Work Standard, which itself encourages employers to pay their employees a fair wage and provide development opportunities. It will also address underrepresentation of BAME residents or other underrepresented groups (e.g. women; people from low income backgrounds) in more senior roles.

In work progression could be achieved through securing a new job, up-skilling through apprenticeship training, promotion or a change to a current contract.

Count Threshold

To count, people need to have been supported to have notably progressed in their work as a consequence of the programme's intervention.

Progression in work is defined as one of the following being achieved:

1. higher hourly wages and weekly earnings:
 - an increase in hourly wage rate by more than 10%;
 - an increase in wage rate to the level of the London Living Wage or above.
2. improved conditions, responsibility and skills:
 - movement from a zero hour contract to a permanent contract;
 - movement from a zero hour contract to a temporary contract of at-least six-months' duration;
 - movement from a temporary contract of less than six-months' duration to temporary contract of at least six-months' duration;
 - commencement of CDI apprenticeship training at a level

higher than that currently held by the employee;

- improved responsibility or job description.

Count Exclusions

To avoid double counting, only one Creative and Digital Industries ("CDI") In-Work Progression Outcome can be made per person.

Verification Evidence

- *Record of person/s (subject to data protection regulations)* - Name, address including post code, basic information⁸, job titles before and after career progression.
- Electronic or paper record of in-work progression support provided including date/s, number of days of support and type of support provided.
- *For improved conditions, responsibility and skills: Written confirmation* from a senior member of staff in the organisation employing the person confirming the career progression, or *two contracts of employment*.
- *For higher hourly wages and weekly earnings: Written confirmation* from a senior member of staff in the organisation employing the person confirming the career progression, or *contract of employment* – either of which would need to detail total (pre-tax) wages, changes in benefit / Tax Credit income, increased expenses related to working, such as transport and childcare – which can be calculated using benefit calculators.
- *Record of business* - Name, address including post code, contact details, company registration number (CRNs) if applicable and size of the business providing the work experience (such as sole trader, small and medium-sized enterprise or large company).

⁸ Basic information is for measuring diversity and is to include details on: Gender (Male/Female/ Prefer not to say); Age (The following age categories should be used: 16-24/25-29/30-34/35-39/40-44/45-49/50-54/55-59/60-64/65+/Prefer not to say); Disability ("Do you consider yourself to have a disability?" Yes/No/Prefer not to say); and Ethnicity (White/Mixed / Multiple ethnic groups/Asian / Asian British/Black / African / Caribbean / Black British/Other ethnic group/Prefer not to say)

BAME Beneficiaries

Unit of Measurement

Percentage

Count Criteria

Percentage of people who have been benefiting from New Jobs in the South London Innovation Corridor and Talent Development Opportunities outputs that are Black and Minority Ethnic (“**BAME**”) individuals which Oxford University Press define as a term used to refer to members of non-white communities in the UK.

The purpose of this output is to provide an indicator on the programme’s effectiveness in fulfilling its aspiration to tackle underrepresentation of BAME individuals in the CDI.

To calculate the value of this output, this output should seek to count all beneficiaries seeking through the programme and divide BAME beneficiaries from the total number of beneficiaries.

Count Threshold

To count, people listed as BAME individuals need to have willing provided their BAME status as part of the verification evidence for the New Jobs in the South London Innovation Corridor, Businesses Supported and Talent Development Opportunities outputs.

Count Exclusions

To avoid double counting, the number beneficiaries needs to avoid duplication, such as: if the beneficiary is listed as both a New Jobs in the South London Innovation Corridor output, Businesses Supported output and a Talent Development Opportunities output; and, if a beneficiary is being listed as having gained more than one Talent Development Opportunities outputs.

Verification Evidence

- *Calculation of the output*, including workings out and listing of names and addresses of beneficiaries.
- *Record of person/s (subject to data protection regulations)* – as collected for the New Jobs in the South London Innovation Corridor, Businesses Supported and Talent Development Opportunities outputs, including: Name, address including post code, basic information⁹ and contact details of people directly

⁹ Basic information is for measuring diversity and is to include details on: Gender (Male/Female/ Prefer not to say); Age (The following age categories should be used: 16-24/25-29/30-34/35-39/40-44/45-49/50-54/55-59/60-64/65+/Prefer not to say); Disability (“Do you consider yourself to have a disability?” Yes/No/Prefer not to say); and Ethnicity (White/Mixed / Multiple ethnic groups/Asian/Asian British/ Black / African / Caribbean / Black British/Other ethnic group/Prefer not to say)

receiving the support within the businesses being supported.

Match Funding

Unit of Measurement

Great British Pounds (£)

Count Criteria

The value invested in the projects alongside SIP funding. It is recognised that if outputs are delivered with less match funding, it is likely that the programme will view this as advantageous from a cost-benefit perspective.

Count Threshold

Finance is only considered match funding when it is a cash contribution.

Count Exclusions

In-kind contributions.

Verification Evidence

- *Report* from the project delivery organisation setting out what match funding was secured, from whom, when, what for and any relevant terms associated with the funding.
- *Retention* of all applicable finances such as invoices, receipts, etc. to support the stated match funding invested in the projects by the project delivery organisations, retained at the organisations' respective premises, available for inspection upon request of Lambeth Council as Accountable Body.

Knowledge Exchange Event

Unit of Measurement

Events

Count Criteria

Number of events focussed on knowledge exchange activity including bringing together researchers, practitioners, users of research, wider groups and communities to exchange ideas, evidence and expertise.

Count Threshold

An event must last for two hours or more and have at least seven people present.

Count Exclusions

Events that do not take place in person, such as telephone conference calls or internet video calls.

Verification Evidence

- *Report* about the event with photographs where possible (*subject to data protection regulations*), event plan, and details on the event including (but not limited to) who attended, what was discussed and outcomes.

Research Projects

Unit of Measurement

Projects

Count Criteria

Number of projects with deliverables such as affordable workspace best practice research, economic needs research with analysis and forecasting, research into underrepresentation of BAME residents in the creative and digital sectors, research into ways to secure social outcomes through workspace providers.

Each research project needs complement, supports, and not duplicate relevant work being undertaken at a London level. To identify this close dialogue with the GLA is likely to be required.

Count Threshold

Research projects need to be of a meaningful substance and have a relevance to the needs of the South London Innovation Corridor area.

Count Exclusions

Research projects that are being funded solely from other resources.

Verification Evidence

- *Research Reports and presentations*