

Developing Talent & Addressing Underrepresentation in Creative & Digital Industries

Talent Development Innovation Fund

1. Introduction

- 1.1 The South London Innovation Corridor (SLIC) is a partnership with a vision to catalyse inclusive growth of the Creative and Digital Industries ("CDI") across the boroughs of Lambeth, Lewisham, Southwark and Wandsworth. The City of London Corporation has awarded Strategic Investment Pot ("SIP") £8,000,000 to the South London Innovation Corridor to deliver Workspace, Business Support and Talent Development activities, with programmes running until March 2022.
- 1.2 The South London Innovation Corridor programme includes £1,000,000 revenue funding to support Talent Development activities that tackle the lack of diversity in the CDI labour market. Through this funding, Lambeth Council (in partnership with Lewisham, Southwark and Wandsworth Councils) is seeking to commission a range of projects addressing the underrepresentation of BAME people, women, people with disabilities and people from lower income backgrounds in the Creative and Digital industries.

2. Background & Context

- 2.1 The creative and digital economies are vital to London, with employment in the creative sector growing by a third between 2011 and 2017 and 50% faster than the wider economy.¹ These sectors provide higher than average earnings and a median hourly pay of £20.38 within the creative economy, a third higher than outside the creative economy. Creative workers are also more productive than the average London worker and account for 1 in 6 jobs in the capital. However, low pay in entry level positions persist and the gender pay gap is twice the London average.²
- 2.2 Our boroughs are highly diverse, with a high proportion of BAME residents, however, the UK's creative and technology workforce does not reflect this diversity. Research by the Creative Industries Federation shows that BAME, women, people with disabilities and people from lower-income backgrounds are all under-represented in the creative industries. They are also likely to be in less senior roles.
- 2.3 Barriers to entering and building a career within the CDIs include socio-economic status, a lack of understanding of education and career pathways, employer practices, informal recruitment practices, high levels of freelance/self-employment and the pervasive nature of unpaid internships as a route into the sector and building necessary experience. Underrepresented groups in particular face a lack of knowledge about the sectors and types of job roles. As in other parts of the economy, issues of unconscious bias within the CDI sectors also impact on the opportunities for underrepresented groups.

¹ GLA Culture Strategy https://www.london.gov.uk/sites/default/files/culture_strategy_may_2019.pdf

² At £18.13, full-time median hourly pay for women in the creative economy was 20.4 per cent or £4.66 lower than for men employed in the creative economy (£22.79/hour) in 2016. [GLA Economics](#)

South London Innovation Corridor

- 2.4 SLIC seeks to increase the number of women and BAME participants in the Cultural, Digital and Tech sectors, by giving participants the skills that employers in these industries require. This will contribute to reducing inequality through training opportunities provided as result of courses commissioned on completion of the procurement exercise.

The current system is not delivering the diversity in these sectors that the partner boroughs are wanting to see. Therefore, we are seeking projects that have an aspect of innovation and system change to them, that will trial new approaches and seek to imbed these longer term.

- 2.5 It is recognised that whilst many businesses have been hit hard and are not currently hiring, opportunities are still available and the CDI sector is well placed to lead economic recovery. Young people are being hit hardest both through job losses and as they leave education and enter the labour market during the sharpest recession for decades. We are seeking innovative responses to these challenges that benefit those most in need who would otherwise be most likely to be passed over for opportunities, and support CDI employers to take advantage of their diverse local talent pool.

- 2.6 To tackle this issue, the SLIC programme is inviting submissions for two packages. Packages are as follows –

- **Package 1: Piloting innovation.** With a total budget of £100,000 in Round One, we will fund smaller scale projects of between £5,000 - £50,000.
- **Package 2: Scaling Innovation.** With a total budget of £200,000 in Round One, we will fund larger scale projects of between £50,001 to £180,000.

- 2.7 There will be three opportunities to submit proposals over three grant rounds. Round One is for organisations who are ready to mobilise delivery very quickly or immediately, with secured match funding and delivery partners in place. Rounds Two and Three will provide further opportunities for organisations that require more time to develop high quality, ready to deliver, innovative proposals.

- Round one – August/September 2020. Total budget – capped at £300,000 total allocated grant – (£100,000 to Piloting Innovation and £200,000 to Scaling Innovation)
- Round two – November/December 2020 – capped at £300,000 total allocated grant
- Round Three – April 2021 – capped at £350,000 total allocated grant.

3. Requirements

- 3.1 The SLIC borough partnership is seeking proposals from a range of organisations, focussed on delivery against one or more of the Talent Development outcomes found at Appendix A. It is anticipated that these projects will comprise:

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- Existing projects that could be scaled up through SLIC funding, to either increase capacity, expand the range of activities delivered, or expand the geographical footprint of the programme.
 - Pilot projects proposing a new approach to delivering Talent Development outcomes. While the approach may be innovative, it is expected that proposals can speak to some form of evidence of effectiveness.
- 3.2 We welcome the opportunity to match fund programmes particularly if they are extending, scaling, or bringing this programme to one or more of the partner boroughs. In Round One, those applying for Lot 2 - Scaling Innovation awards (£50,001 - £180,000) must provide evidence of 50% or more secured match funding.
- 3.3 For Round One proposals, it is important that applicants have the ability to begin delivery quickly, ideally from September or October 2020.
- 3.4 We expect all Round One bidders to Lot 2, to be able to show a firm commitment from employers to the project. For projects of all sizes, bidders should be able to clearly demonstrate employer needs and insights have guided the design of the project.
- 3.5 Proposals should include but are not limited to:
- Who the target group(s) for the programme will be, with a focus on underrepresented groups identified at 1.2
 - SLIC funding will be used to achieve beneficiary outputs within the 'SLIC geography' (Lambeth, Lewisham, Southwark, Wandsworth) and bids must state the number of residents from the SLIC geography that will receive support through the proposed services. However, we welcome bids from organisations and projects that seek to benefit a wider geography. Equally, we expect to see employer engagement within the SLIC geography but welcome projects that are capable of connecting our residents to creative and digital employers elsewhere.
 - How potential candidates for the programme will be identified, with a clear engagement strategy for underrepresented groups
 - What support the programme will offer, and how it will contribute to the CDI skills development and employability of participants. The programme offer description should articulate how the project is innovative
 - Will the provider themselves be providing apprenticeship/internship/work experience opportunities
 - A description of how covid-19 implications have been taken into account in project design
 - How the proposed programme will link to CDI career, employers and/or employment opportunities within the CDI sector
 - The Talent Development outcome(s) (outcome type, and number) that the project is proposing to deliver and over what timescale

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- A rationale, including evidence where available for the proposed approach to programme development and delivery
- Track record description of applicant and project partners
- Full costings for the proposed programme including any confirmed match funding
- An aspect of innovation in at least one of the following – delivery, scope, participants or subject

4. Reporting

- 4.1. Projects will be required to use a bespoke CRM to record project activity and outcomes, for which licenses and training will be provided.
- 4.2. Quarterly reporting on outcomes will be required in line with the funders requirements – if successful a schedule of dates will be provided.
- 4.3. Monitoring meetings will be required on at least a quarterly basis.

5. Tender Process & Timetable

- 5.1. A timetable for submission process is detailed below. Submissions will be scored promptly. There may be the need for interviews. If required, these will be held from 28 August.
- 5.2. Submissions should not exceed seven sides of A4 and should include as a minimum the points detailed Section 3 of this document.

| Output | Target Deadline |
|-------------------------------------|-------------------|
| Specification Published | 4 August |
| Final date for queries | 12 August |
| Submission deadline | 5pm 26 August |
| Funds awarded | w/b 31 August |
| Inception meetings (can be virtual) | September |
| Commencement of delivery | September/October |

- 5.3 If successful, there may be a requirement to work with the Programme Management Team on communications activities in relation to London Tech Week on 10 September.

6. Submission Scoring

- 6.1. Submissions will be measured against the following criteria:

| Criteria & Key Points 100% | Score | Weighting out of 100% |
|---|-------|-----------------------|
| <ul style="list-style-type: none"> • Understanding of, and ability to deliver against the brief – who are the targeted groups, where delivery will take place, ability to begin delivery quickly | 0 - 5 | 15 |

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| | | |
|--|-------|----|
| <ul style="list-style-type: none"> • Understanding of, and ability to address barriers to CDI employment for underrepresented groups (see 1.1.) • A communications plan – how will you reach under represented groups | | |
| <ul style="list-style-type: none"> • Demonstration of how proposed activity links to Talent Development outcomes, and opportunities in the wider CDI labour market | 0-5 | 15 |
| <ul style="list-style-type: none"> • Evidence of impact for proposed delivery (e.g. scaling up of existing programme) or rationale for pilot project proposals • Lot Two proposals should detail delivery in at least three of the four partner boroughs. • Lot Two proposals should detail apprenticeship/internship/work experience opportunities within their own organisations • Evidence of innovation • Evidence of links with employers | 0-5 | 15 |
| <ul style="list-style-type: none"> • Safeguarding and safer recruitment considerations • Supporting candidates through entering into employment • Understanding of the difficulties faced by candidates in the early stages of employment and how you will target these • Understanding of who is delivering training and safeguarding measures | 0-5 | 10 |
| <ul style="list-style-type: none"> • Value for money – • Level of resource, and project timescales in relation to proposed funding • Outcome type, and number of outcomes proposed for project delivery • Specialism within proposed provision e.g. sector/role specific skills training, access to ‘hidden’ labour markets • Inclusion of secured match funding | 0 - 5 | 45 |

Scoring

All criteria will be assessed using a 0-5 scoring system as follows:

| Score | Rating | Description |
|-------|--------------|---|
| 0 | No Response | No proposal has been received The response is unacceptable. |
| 1 | Unacceptable | A proposal at this rating: <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. |

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| | | |
|---|------------|--|
| 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. 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. |
| 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 .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. |
| 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. 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. |
| 5 | Excellent | <p>A proposal at this rating:</p> <ul style="list-style-type: none"> Builds a high level of confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures; Provides an exceptional approach/solution to delivering the requirements utilising appropriately tailored and at times innovative strategies, plans, tools, methods or technologies. Note: an excellent response should not include any reservations. |

A minimum score of 18 will be required in order for the grant to be awarded.

6.2. The council reserves the right to award grants based on:

- most economically advantageous submissions
- geographical spread
- scope of activity

6.3 The council reserves the right to not award all funds in any of the identified rounds if no suitable projects are brought forward. Should this be the case, there will be further grant rounds that may have adjusted outcomes.

7. Responses & Key Contacts

7.1. Please return submissions by 5pm 26 August to:

Nicola Whyte

South London Innovation Corridor

South London Innovation Corridor Programme Manager

nwhyte@lambeth.gov.uk

0207 926 0953

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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

Contents

| | |
|---|----|
| New Workspace | 2 |
| Growth in Rateable Value | 3 |
| New Jobs in the South London Innovation Corridor..... | 4 |
| Businesses Supported | 5 |
| Talent Development Opportunities | 8 |
| CDI Paid Work Experience | 9 |
| CDI Pre-Employment/Pre-Apprenticeship Training..... | 10 |
| CDI Employment..... | 11 |
| CDI Apprenticeships Created..... | 12 |
| CDI Apprenticeships..... | 13 |
| CDI In-Work Progression | 14 |
| BAME Beneficiaries | 16 |
| Match Funding | 17 |
| Knowledge Exchange Event | 18 |
| Research Projects..... | 19 |
| Document Control | 20 |

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.

New Jobs in the South London Innovation Corridor

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

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

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

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)

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) - employer confirmation letter/email, job offer letter, contract, payslip*

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)

- *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 receiving the support within the businesses being supported.

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)

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*

Document Control

| Date | Version | Editor | Notes |
|-------------|---------|------------------|---|
| 15 Jan 2019 | 0.1 | Original Futures | First draft for discussion |
| 07 Feb 2019 | 0.2 | Original Futures | Second draft |
| 07 Feb 2019 | 0.3 | Lambeth Council | Comments and changes |
| 08 Feb 2019 | 0.4 | Original Futures | Output refinements |
| 15 Mar 2019 | 0.5 | Original Futures | Officer Group refinements |
| 22 Mar 2019 | 0.6 | Original Futures | Minor edits |
| 29 Mar 2019 | 0.7 | Original Futures | Officer Group refinements |
| 24 May 2019 | 0.8 | Original Futures | Updates prior to entering and for borough agreement |
| 05 Jul 2019 | 0.9 | Original Futures | Updated to align with draft grant agreements for Officer Group comment |
| 26 Jul 2019 | 0.10 | Lambeth Council | CDI Talent Development related outputs updated by Jacqueline Faulkner |
| 15 Aug 2019 | 1.0 | Original Futures | Replaced "X" with "to be agreed with the Officer Group" for quantum of hours per week and duration CDI Employment |