

Community Wealth Building Strategy

Holding our Own: A new economy approach 29 Nov 2023 – v5.3

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Foreword

Our mission over the next decade is to create a more equal Islington, where everyone has an equal chance to thrive.

Islington Together 2030 explains what we will do to break the cycle of inequality: reducing poverty, improving quality of life, and supporting people to have more power and agency over the things that affect their lives. Our Strategic Plan – Islington Together 2030 - sets out five missions to create a more equal future for Islington that will drive our work including with partners over the coming years.

Community Wealth Building is key to achieving this vision. In this strategy we set out how we will put economic, social, and environmental justice at the centre of everything that we do, working with and for communities, making it easier to get involved and making sure that everyone's voice can be heard.

Islington is one of the most dynamic parts of the UK economy. However, this globalised economy is also a place where many local people experience intense poverty and disadvantage. This gap increased during the pandemic as Islington was hit harder than other parts of the UK and continues to be stretched by rising inflation pushing up the cost of living, higher fuel prices tipping more residents into fuel poverty, and high rates of in and out of work poverty. Wages are failing to keep up with the cost of living for nearly all workers. Local businesses are also feeling financial pressures, especially those in the hospitality and retail sectors.

And no matter how productive it is, an unequal economy is a failed economy. An economy that leaves people behind cannot be called a success. We need a new economy.

Local people must be at the heart of our local economy, but for too long they have not been fully included. Many are unfairly denied access to good quality employment with opportunities for progression, and a healthy environment in which to live and thrive. We want to see locally generated wealth circulating in an environmentally just and sustainable way in Islington's economy and working to benefit all local people. A local economy in which we can hold our own.

The Community Wealth Building Strategy shapes our approach to withstand future economic shocks and address challenges as they arise – whilst tackling underlying issues caused by systemic poverty and inequalities. We will do this by working with residents, businesses and other organisations to ensure everyone has an opportunity to contribute to the strategy's development.

In Islington, tackling inequality is central to our economic and social justice challenge. We are profoundly aware that wealth is structured along class and race lines, and it is gendered. Poverty and inequality are shaped in different places and spaces by the intersection of class, race, gender, disabilities and other inequalities.

Building opportunities for resilience and shared prosperity, in its widest sense, through Community Wealth Building is key to challenging inequality and improving life chances. There now exists an enormous wealth gap in Islington. Through the development of a community-led model for economic development we hope to narrow that gap. This is based on a commitment to creating an inclusive and socially just local economy, with local people at its heart – no matter what their background. This is a progressive agenda in London's globalised and financialised economy, where we must work for the benefit of the most disadvantaged.

There has been significant progress in our community wealth building practice since our first Fairness Commission in 2012 and the creation of a Community Wealth Building Directorate in 2021. We are building on strong foundations. We want to celebrate what has already been achieved, but also are determined to continue to be at the vanguard of innovation and stretch our ambitions further.

More than a decade since the Fairness Commission, we need an economy that works for most of our community so that we are able to narrow the gap between the richest and the poorest in the borough.

This strikes to the heart of our new economy challenge in Islington:

- Our goal is not just jobs – it is good jobs – where local people are fairly paid, secure and have prospects.
- Our goal is not just development – it is fair development – where local businesses can afford to locate, grow and innovate, and where local people can afford to live, own assets and feel in control of their lives.
- Our goal is not just growth at any cost – it is a just economy where well-being and environmental gains are built in as an intentional function, and not as an afterthought.

This is a radical plan, and we will actively support and enable full and democratic participation in the development of what will be a constantly evolving, changing and improving strategy. A listening and learning process has already started through the Let's Talk Islington conversation with residents, businesses and organisations, that highlighted the increasing unaffordability of life here and the pernicious effects of inequality on social solidarity, happiness and wellbeing. Collaboration is our credo, combining with partners and anchor institutions to improve the lives of local people.

It is vital that we reset the power dynamic on who sets the direction of growth and development – towards a new economy where we can hold our own.

Cllr Santiago Bell-Bradford

Executive Member for Inclusive Economy and Jobs

CHAPTER 1 – INTRODUCING COMMUNITY WEALTH BUILDING

What is Community Wealth Building?

Community Wealth Building is a people-centred approach to economic development which redirects wealth back into the local economy and back into the hands of local people and local businesses. We are pleased to be part of an international, national, and regional network of similarly driven ‘community wealth builders.’

We are proud to have taken inspiration from the ground-breaking work in places like Cleveland, Preston and Ayrshire and through our local context, developing an approach that fits Islington’s and inner London’s specific needs.

Why does Islington need a Community Wealth Building Strategy?

From the outside, Islington is often seen as a land of plenty – a central London borough with high-value jobs, wealth and investment. However, this perception ignores so many residents who struggle to get by and too many local businesses facing barriers to growth.

Across London, Islington has the fourth highest level of income inequality, creating ‘*Two Islington*’, in which wealthy families in owner-occupied properties and low-income families in social housing can live on the same street, but experience separate lives as ‘distant neighbours.’ This gap has widened over the course of the pandemic and the cost-of-living crisis.

Work can often be a way out of poverty and financial insecurity. However, in an insecure labour market, this means that for some people work can be a route into a precarious income, where they are underemployed and underpaid or working multiple jobs just to get by.

The pandemic widened inequalities further still, and since then other economic shocks are coming thick and fast, putting unbearable pressure on household and local businesses budgets. We are ready and prepared to respond, to build resilience so that our communities can weather the storm and together we can protect our most vulnerable residents and small businesses. We can hold our own.

Box overleaf – [2-PAGE INFOGRAPHICS TO BE DESIGNED]

Why now?

Islington has maintained a strategic focus on fairness for many years. In 2020, we started to build on this foundation to strengthen our focus on tackling economic inequality, leading to the creation of the council’s Community Wealth Building Directorate. We also developed our work with other like-minded, locally rooted organisations to formally establish Islington’s Anchor Institution Network.

In the last three years, we have built a strong and collaborative engine room to drive change, are already delivering material improvement for local residents, businesses and communities, and have learned a lot about how best to continue with our core mission.

Put simply, we have focused on doing. Now is the right time to consolidate this activity in an ambitious strategy, setting out our approach, objectives, and ultimately the differences Islington should expect to see as the strategy is implemented.

VISION

A more equal Islington – a place where we ‘hold our own’ – a new economy where wealth is fairly shared; residents and businesses have a genuine stake in their local community and are able to thrive; an economy which is sustainable, just and locally-rooted; and assets and local spending power help create prosperity for all

Delivering a more equal Islington

To deliver this ambitious vision, we have set out a new strategic framework for community wealth building. Its six core objectives are:

- 1. Economic Wellbeing:** Tackling systemic poverty and inequalities in the labour market, and building skills and opportunity for a new economy
- 2. Inclusive Economy:** Ensuring our local economy is sustainable, socially just, and enables thriving places, maximising opportunity for local residents and business
- 3. Progressive Procurement:** Boosting and locking in wealth creation through the progressive use of local purchasing power
- 4. Social and Economic Infrastructure:** Leveraging and developing the borough’s assets for the greater benefit of residents and local businesses
- 5. Challenging Inequalities:** Challenging and removing systemic economic barriers towards a more equal Islington
- 6. Anchor Institutions:** Collaborating with like-minded, local organisations to harness our employment, purchasing power, and assets for the benefit of residents and local businesses

Our approach will be bold and innovative as we seek out new ideas and test new models to break down barriers, create new opportunities, and empower our diverse communities.

How will we deliver

We know that the process and relationships are often as important as the outcome. That is why partnership is at the heart of community wealth building practice.

Following our extensive programme of engagement through the ‘Let’s Talk Islington’ initiative, we want to continue to have the community voice at the heart of everything we do. Regular, ongoing engagement is key to keeping the challenges faced by people and businesses in Islington at the front and centre of this work. On a sustained basis, we need to harness the capacities of residents, businesses and local anchor institutions to maximise local wealth creation.

Let’s Talk’s special Inequality Task Force found a significant number of residents disagreeing that Islington was a fair and equal place. Uppermost in people’s minds was the need for more safety and greater affordability, of housing and the cost of living more generally. There were also aspirations to see a greener and cleaner borough and a strong desire that this should be achieved through more meaningful dialogue, engagement and action and more responsive council services.

All members of society should be seen as participants in and direct beneficiaries of the economy, instead of only receiving re-distributed wealth. It is essential as part of this strategy that there are opportunities for meaningful dialogue with our communities, and we create pathways for

participation in wealth generation, ensuring that their voice is both present and powerful in our inclusive economy.

Through all of this, we will work with our local Anchor Institutions – like-minded, local organisations who can also leverage their influence as employers, purchasers and asset owners. These organisations – large and small – stretch across the public, private, third and community sectors to take a place-based ‘whole system’ approach to re-direct money that is already being spent and the wealth that already exists back into the local economy and into the hands of local communities.

Internally, a Community Wealth Building Directorate brings together a comprehensive set of services and skills to lead delivery and will also work across all departments to maximise our effectiveness as an agent of economic change and influence, drawing upon the active knowledge of our communities, to co-produce and facilitate co-operative solutions to address the challenges they face.

What will we deliver

OBJECTIVE 1: Economic Wellbeing

Economic wellbeing is defined as having financial security now and in the future, with the ability to make economic choices.

Our objective is to tackle systemic poverty and inequalities in the labour market and build skills and opportunity for a new economy. We will do this through three key outcomes:

1. **Resilient:** Providing a safety net to support residents in severe financial hardship, maximising income for vulnerable, low-income households, and supporting residents to tackle problem debt and manage household finances
2. **Skilled:** Creating clear skills pathways into work and supporting those already in work to upskill to find better or more secure jobs
3. **Employed:** Reaching residents most in need of employment support and tackling precarious employment and lack of progression.

OBJECTIVE 2: Inclusive Economy

An inclusive economy is one that is fairer, greener, more creative, and resilient – a place where new and existing local businesses thrive, and wealth is retained in the local community.

Our objective is to ensure our local economy is sustainable, socially just, and enables thriving places, maximising opportunity for local residents and business, and where wealth is fairly shared.

We will do this through three key outcomes:

1. **Local:** Unlocking the potential of our local high streets, street markets and neighbourhood parades by helping business owners to prosper, and creating vibrant, welcoming, safe, inclusive places for residents and visitors
2. **Prosperous:** Championing social inclusion in Islington’s growth sectors, by expanding responsible, sustainable and inclusive business practices and sector strategies
3. **Independent:** Helping grow Islington’s small and micro business community by connecting them to opportunities and supporting wider ownership through cooperatives and social enterprises.

The Local Economies approach will focus on our main economic areas: Angel, Archway, Bunhill, Caledonian Road/Barnsbury, Clerkenwell, Finsbury Park and Nags Head. Our sectoral work will

focus on our priority growth sectors: construction, health and social care, green economy, knowledge economy, life sciences, and creative production.

OBJECTIVE 3: Progressive Procurement

It is essential that our spending has the maximum positive impact for Islington people and local business, especially the most disadvantaged.

Our objective is to boost and lock in local wealth creation through the progressive use of local purchasing power. We will do this through three key outcomes:

1. **Leadership:** shaping a supply chain that supports an inclusive economy
2. **Partnerships:** building long term partnerships with like-minded suppliers that deliver high quality services and social value for our residents, whilst offering value for money
3. **Community:** through active leadership and progressive supply chain partnerships, the council's supply chain will maximise economic, social, and environmental benefits to local communities.

The Progressive Procurement Strategy 2020-27 sets out our vision for maximising community benefits and social value through our commissioning, procurement, and supply chain. The Social Value Guidance sets out our expectations for both commissioners and contractors in terms of commitments to deliver social value, and how we will measure impact.

OBJECTIVE 4: Social and economic Infrastructure

We will use all the buildings and assets at our disposal, together with our planning powers and influence as a local authority, to protect and enhance our local places, town centres, businesses, and local jobs.

Our objective is to leverage and develop the borough's physical assets for the greater benefit of residents and local businesses. We will do this through three key outcomes:

1. **Progressive:** Upholding a local planning framework to maximise the development of affordable housing and workspaces in the borough, protecting and enhancing our places, businesses, and local jobs
2. **Affordable:** Building affordable homes and delivering affordable workspaces to help local families and businesses to thrive, also generating social value
3. **Enabling:** Ensuring that our community and education assets are valuable spaces for everyone where they can come together, get skills, organise and participate in building a new economy.

OBJECTIVE 5: Challenging Inequalities

Challenging inequality, racism and injustice is mission critical for Islington. We cannot realise our vision of creating a more equal borough for all of our residents without tackling the inequality that continues to blight lives across our community. Our objective is to challenge and remove systemic economic barriers towards a more equal Islington. We will do this through three key outcomes:

1. **Targeted:** Tailoring skills and employment support for disadvantaged groups including ethnically marginalised communities, those with disabilities, parents and young people.
2. **Enterprising:** Nurturing and supporting more people from under-represented groups to start-up businesses, survive and thrive
3. **Rebalanced:** Using our financial leverage and resources to create and promote a more

diverse supply chain and advocate for a local and regional economy which works for all local people, communities, and businesses.

OBJECTIVE 6: Anchor Institutions

While the council has resources and the ability to influence and bring about change, we are stronger, can do more and can go even further if we work in partnership with other local organisations. Our objective is to collaborate with like-minded, local organisations to work together for the benefit of residents and local businesses.

Collaboratively, we will do this through three key outcomes:

1. **Employ local:** Adopting progressive policies on recruitment, pay & conditions and careers to fully harness the talents of our local workforce and future generations
2. **Buy local:** Actively supporting existing and emerging local businesses to deliver affordable, quality goods and services thereby maximising local social value and wealth creation
3. **Lead locally:** Managing and developing buildings and spaces to create accessible, sustainable, and better assets and places.

What will this mean for Islington

If we succeed in delivering the Community Wealth Building Strategy, by 2030:

- More residents will be financially resilient and able to meet the cost of living
- More residents, particularly those who face the most disadvantage, will be in good jobs that pay a decent wage and have prospects to improve their economic wellbeing
- Islington will have a thriving, diverse and inclusive local economy, where people from all backgrounds are able to succeed in business, and where we support businesses to grow sustainably and operate safely
- Our residents and local businesses will have experienced a just transition to the green economy
- More spend will be through local businesses, locking wealth into our local economy and delivering benefits for residents and communities through social value commitments
- Our buildings, schools and community assets will be modern, sustainable, safe and inclusive
- The Local Plan will have delivered key benefits around affordable housing, affordable workspaces, promoting an inclusive economy, and supporting delivery of Net Zero Carbon.

A full performance matrix is appended in Appendix 1.

OBJECTIVE 1 – ECONOMIC WELLBEING

The Fairness Commission found that getting people into work is a necessary, but all too often insufficient condition for lifting people out of poverty. It is equally essential to make work pay, to improve the *quality* of employment, and to ensure an effective safety net for people unable to work or seeking work.

Since 2010, the challenges around the quality of work have grown. After years of austerity and an endless onslaught of economic shocks, people who live and work in the borough face mounting challenges not only to make ends meet, but to get ‘good quality, secure work’. Its marked absence is evident in an exodus of more than half a million people over 50 leaving the labour market altogether since the pandemic.

New economic threats are meanwhile impacting even more people in work who are struggling to keep up with rent, food and energy bills and mortgage payments. Many are having to choose between heating their home or putting food on the table. In this context there are high rates of income deprivation in Islington sitting alongside phenomenal wealth and untapped opportunity. In addition to in-work poverty there are particular issues with above average rates of unemployment amongst older workers who look forward to retirement in a borough with the fourth highest level of old age deprivation of all local authority areas in the UK.

The challenges to economic wellbeing for Islington residents and workers are varied and they all need to be challenged in ways that tackle root causes. Rising living costs, poor educational attainment, low pay, a lack of work, and inadequate welfare support and benefits are drivers of poverty, and they can lead to unpayable debt, long-term unemployment, and poor physical and mental health.

Objective

To tackle these and other deep challenges, our objective is to **tackle systemic poverty and inequalities in the labour market and build skills and opportunity for a new economy**. We will do this by:

1. **Resilient:** Providing a safety net to support residents in severe financial hardship, maximising income for vulnerable, low-income households, and supporting residents to tackle problem debt and manage household finances
2. **Skilled:** Creating clear skills pathways into work and supporting those already in work to upskill to find better or more secure jobs
3. **Employed:** Reaching residents most in need of employment support and tackling precarious employment and lack of progression.

Resilient – why this is important to us and what we are already doing

Thousands of households in Islington struggle to sustain themselves on the money they have coming in, despite efforts to assist in the positive management of household finances and to maximise income entitlements from work and benefits. After emerging from the pandemic, we are facing a cost-of-living crisis. Thousands of Islington households which were already struggling to cope on low incomes are now facing severe financial hardship as wage rises fail to keep up with soaring food and energy bills.

Islington’s Resident Support Scheme (RSS), run in partnership with Cripplegate Foundation, provides a vital safety net for vulnerable residents facing severe financial hardship. There are four types of support or awards available through the RSS:

- Crisis Provision: food and fuel vouchers to cover necessities.
- Community Care: grants to purchase essential household items such as 'white goods'.
- Discretionary Housing Payment (DHP): DWP funding to mitigate impact of welfare reforms for households impacted by the likes of the Bedroom Tax and Benefit Cap
- Council Tax Welfare Provision: Council Tax reduction in exceptional personal circumstances or exceptional hardship.

As residents struggle with the rising cost of living, the RSS continues to provide vital support to those facing severe financial hardship. Ensuring that residents are accessing their full entitlement to benefits is key to building financial resilience, particularly at a time when those on the lowest incomes are really struggling to make ends meet.

Our Income Maximisation Team (IMAX) helps residents claim entitlements and challenge benefit decisions. It is a proactive approach, analysing our own Council Tax and Housing Benefits data to identify residents who might be entitled to additional benefits income, engaging with them and helping them to make a claim. In 2021/22 IMAX secured £5m additional annual benefit income for residents through income maximisation work and is on target to deliver a similar outcome in 22/23..

Getting residents, the money they are entitled to makes a big difference to many of our low-income households. The IMAX team help residents maximise their income, claiming any entitlements applicable for their situation. In 2022/23, the IMAX team helped residents claim an additional £5.735m of annual benefit entitlement. The top five assisted benefits claimed were personal independence payment daily living, pension credit, personal independence payment mobility, universal credit and attendance allowance. The IMAX team are a referral service that residents use directly, council departments and partner organisations also refer into IMAX. This has been done on pension credit, with three pension credit take up campaigns being run that have achieved £1.962m of additional annual benefit entitlement for Islington pensioner households. The overall economic impact of the three pension credit campaigns is measured at £9.486m being the total amount of additional income put into the local economy.

To help parents boost income and make returning to work worthwhile, Islington is improving access to childcare further through the promotion of the [Islington Family Information Service \(FIS\)](#), offering information, advice, and childcare brokerage services. This will enable families to understand the help with paying for childcare schemes available, nationally, and locally. This also includes finding and applying for free early education places for two-, three- and four-year-olds. We have also invested in a childcare bursary scheme to provide additional support for parents and carers seeking to return to work or go into training, as well as supporting clients as they move into work, to ensure that they do not lose out.

We also support residents to tackle problem debt and manage household finances. For instance, we have implemented the government's 60-day Breathing Space period that will see any enforcement action for arrears of any debt owed to the council halted and interest frozen for people with problem debt who seek professional debt advice. The borough's biggest social landlord – Islington's Housing Service – links up with services that are specifically aimed at tackling debt and maximising incomes. The Housing Service actively promotes these services and grants alongside any recovery action for tenants getting into debt, encouraging residents to seek help early and understand the ways in which they can improve their financial situation.

We combine support to vulnerable residents to keep their fuel bills down with efforts to be a carbon Net Zero borough by 2030. Each year we help over 5,000 vulnerable residents in Islington and beyond to stay warm and well through our award-winning fuel poverty referral scheme, the Seasonal Health Intervention Network (SHINE). At the same time, 2,900 vulnerable households

are enabled to save more money and meet our obligation to reduce global warming by installing low-cost energy-saving measures through our Energy Doctor in the Home service.

Community Wealth Building in action

[Picture available]

Ms O was referred to IMAX after not receiving benefits for over two years due to failing the habitual residency test. She was relying on food parcels and friends' goodwill. IMAX supported Mrs O to challenge her universal credit decision by liaising with the local job centre and Single Homeless Project worker. After a successful mandatory reconsideration, the decision was revised in her favour.

Unfortunately, Mrs O was subsequently affected by the benefit cap. Working with the Housing Benefit team, IMAX secured a backdated discretionary housing payment for her to cover the shortfall in her universal credit.

Due to childhood trauma, Ms O suffers with extreme mental health problems. IMAX advised her to claim Personal Independence payment (PIP) and supported her to complete the claim.

Although initially turned down, after appealing and her case going to tribunal, she was awarded an enhanced rate for daily living and a standard rate for her impaired mobility. Her PIP award meant she was no longer affected by the benefit cap and received a backdated payment of £7000.

Overall IMAX support increased the client's income by £789 per week.

Resilient – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Continue to provide hardship support - through our Resident Support Scheme, Council Tax Support Scheme, government grants and other hardship funding - to ensure a safety net for those in severe financial hardship, ensuring that we maximise all available funding streams and link those we support into our wider economic wellbeing offer to build longer term financial resilience.
- Proactively identify and support residents to maximise household income through take up of welfare benefits and other financial support to ensure they are getting their full entitlement
- Work with the Credit Union, Advice Partners, and others to tackle problem debt, and to build savings and financial security.

Skilled – why this is important to us and what we are already doing

There is a compelling argument for Islington to create a skills system that can deliver positive employment and business outcomes for those residents in greatest need.

Nearly 6% of Islington residents have no qualifications, higher than the average for London at 5.2%. (Source: Nomis). Older residents in Islington are also proportionately more likely to have no qualifications, with around 13 per cent of residents aged 50-64 compared to just five per cent for residents aged 25-49.

Poor educational performance and low skills determine people's chances of obtaining and sustaining good employment. Although Islington has one of the highest levels of degree qualified residents in London (58.5%), more than one in ten working age residents – one of the highest levels in London - do not have any qualification.

New immigration policies and the UK's exit from the European Union have further impacted Islington's skills shortage. The pandemic has sped up digital trends, increasing our use of

homeworking and online education and commerce. Subsequently the skills that people and businesses need continues to evolve very quickly.

As a start, we are putting in place the right support for our youngest residents to realise their potential right from the start of their lives. Key to this is the formation of an education strategy and a 14-19 framework that brings together local stakeholders to forge new learning pathways and work progression routes to support the most disadvantaged young people in the borough. We are leading on a borough-wide 14-19 partnership that devises the plan and rationalises resources so that all young people are supported.

As part of this, every young person will receive guidance and support to make a smooth transition and maintain post-16 education, employment, and training. They will also be able to access experiences of the world of work that engage and inspire, so that they are better equipped with the knowledge and skills to respond to the future labour market.

We also convene an Early Intervention and Prevention of NEET group, including external stakeholders from schools. The aim is to work collaboratively to shape and develop an integrated, Team Islington approach that will help schools to identify young people at risk of becoming NEET and formulate rapid response interventions to support them. Our action plan will outline an early intervention approach to young people who are NEET, including an action-learning pilot with two local schools.

We are working with secondary schools to develop a skills and competencies framework whilst supporting primary schools with lighter touch careers activities. The aim is to build awareness of emerging sectors and skills needs whilst ensuring that our world of work programme offers a raft of tailored employment-based activities. All secondary schools engage with Islington's 100 hours world of work initiative that provides students at Islington schools with 100 hours of meaningful work experience. 250 people on average view the 100 hours world of work website every month, and this digital offer is supplemented by face-to-face careers guidance opportunities.

Islington's Adult and Community Learning Service (ACL) offers a mix of online and face-to-face provision to cater for multiple needs. The scope of work includes Level 3 National Skills Funding; increased ESOL provision for the advent of recent Afghan refugees; and, delivering Skills for Life and Work qualifications.

ACL is ramping up Family and Community Learning provision to attract parents into improving their work-related skills. This also involves more engagement with parents in children's centres to recruit into short and accredited courses in co-ordination with Bright Start, with shared targets from enrolments via schools and Bright Start centres.

Improving digital literacy is also an important objective in Islington's collaboration with local partners to support residents with clear routes into good employment in other growth sectors in the borough, including the green economy. The type of support available ranges from free upskilling from local colleges to short courses tailored to the local jobs market in growth sectors like tech and digital, with links to opportunities in Islington's affordable workspace.

Strong relationships are being forged between education and training providers, the larger employers in the borough and anchor institutions such as the Council, NHS, university and colleges as well as private businesses. Education and training providers need to promote opportunities to local residents facing barriers to access work secure in the knowledge that their programmes enable residents to access those opportunities. The workforce and commissioning power of these organisations alone can provide opportunities with strong coordination locally.

Mid-skilled jobs are also a target of Islington's skills development approach. A reduction in the numbers of commuters brought about by hybrid working practices may reduce demand for service jobs in hospitality and food. Meanwhile a stemming of migrants due to Brexit is likely to open up

new pathways for residents to move into jobs in which Islington has an advantage compared to other parts of the country - Information and Communication and other Professional and Technical occupations especially. Jobs in the creative and knowledge economies in the Caledonian Road area, and Clerkenwell are likely to be important here as well as emerging opportunities in the green economy.

Community Wealth Building in action

[Picture available]

Jwan found out about Techish through Kwemo (Kurdish and Middle Eastern Women's Organisation). Jwan has a background working in humanitarian and international development but having moved to the UK and becoming a mother, she was struggling to get back into employment.

Jwan was aware that some of the computer programs and systems that she had used were very specific to projects she had worked on in the past, and that many of her skills were outdated since technology changes so fast. She felt frustrated that her abilities and enthusiasm weren't being put to good use.

Founders and Coders worked with Jwan for 6 weeks, helping her to understand project management programs including Trello, and supported her to become more familiar with GSuite and Office 365.

Founders and Coders also helped Jwan to know how to update Wordpress sites. Jwan was offered a job working part time with Kwemo. Whilst that's down to Jwan's hard work, the Founders and Coders bootcamps meant she started the job feeling more confident about her digital skills.

Skilled – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Shape a curriculum that prepares young people for the changing landscape of the labour market, no matter their starting point, enabling access routes to quality careers in sectors such as the life sciences
- Through our Youth Employment Hubs and Locality Hubs, develop a community-based approach to skills development, engaging with groups who feel and are excluded
- Enhance support for basic literacies (maths, English, IT) to improve the employability of local residents
- Convene a Careers Advice Alliance to coordinate an enhanced all ages career offer, working with partners such as the National Careers Service, careers advisors, Department for Work and Pensions, third sector organisations and the council.
- Develop skills provision that matches sectoral needs and allows residents to move between sectors to understand the opportunities available in the current and future labour market.

Employed – why this is important to us and what we are already doing

Islington is forging pathways for local people to get into good quality jobs and enable people to access career opportunities and reach their potential. Although claims for unemployment are below the London average for young people aged 18-24 (3.8% compared to 5.9% in London), the 'hidden rate' of unemployment amongst young people is believed to be nearly double the official rate.

Islington residents experiencing in work poverty are most likely to have low skilled or jobs such as temping in administrative and support services or in sectors such as retail and hospitality, which employ over 22,000 residents in Islington. Young people employed in the hospitality sector are likely to be earning below the London Living Wage.

Residents with complex barriers to employment and careers such as, lone parents, parents with young children, other carers, disabled people and those struggling to move out of in-work poverty often take low paid and part-time posts because they offer more flexible working arrangements and have lower barriers to entry but have poor longer-term prospects. Over 46% of part time jobs held by Islington residents pay less than the London Living Wage and women are more than twice as likely to be in part-time work compared to men (28.5% compared to 12.2%).

A key priority is to focus on identifying those communities least engaged with employment support and to put in place interventions to improve engagement and outcomes for these groups.

A good example of this is the work we do around career coaching for NEET young people that are care experienced, those known to the youth justice service and marginalised cohorts of young people at risk of long-term unemployment including those with SEND. The wrap around support provided for these young people uses a trauma informed approach by providing a person-centred offer where young people receive pastoral care alongside practical support to achieve a positive employment, education or training outcome. We have also convened the Islington Working Partnership (IWP) – a network of over 50 voluntary and community sector partners. The IWP tailors its support towards groups that are overrepresented in the unemployment statistics: people who have traditionally worked in low-income jobs; people from ethnically marginalised backgrounds; people with disabilities, long term health conditions; the long term unemployed; parents; the over 50s; and young people.

Once residents have found work, the IWP can offer up to 6 months of additional advice and support to boost confidence and security in the job. The Islington Working Partnership (IWP) has already supported over 10,000 people into work in the past eight years.

Apprenticeships have the potential to meet and respond to these new emerging workforce needs and to create pathways for people to move into and progress in work. They combine a genuine job opportunity with training for a nationally recognised qualification, providing valuable training and experience.

We actively place apprentices within the council at the rate of around 30 new recruits every year and targets are in place for external apprenticeships including for apprenticeship starts with our own contractors, as part of our drive to use our influence and spending power to deliver social value.

Borne of active collaboration between the employment support team, iWork and the Housing New Build team, we are increasing the number of apprenticeship starts with our contractors, especially those in construction. In addition to good results placing apprentices in the construction sector a significant minority of apprenticeships are also secured through our active partnership with other employment support services in social care.

Paying people, a proper living wage is central to economic wellbeing. Joining with partners across the private, public and voluntary sectors, we have enabled enlightened employers and partner institutions to make Islington a Living Wage Place in July 2021. More and more businesses and employers in Islington are achieving Living Wage accreditation, with more expected to follow in the coming years. Our Living Wage Action Group is doing this by blazing a trail towards high standards and ambitious targets for good work and pay across the borough.

Getting a job is only the beginning of a person's employment journey, and many people need ongoing support to manage the transition into employment, to stay in that job, and to build confidence and skills so that they can eventually progress in their employment. For this reason, we have developed an in-work support offer, with a dedicated post offering in work support and a candidate pool for residents wishing to move on into London Living wage paid temporary roles.

We work across two foundational sectors: construction and health & social care.

As part of this, we have pioneered a Health and Social Care Academy, working with health employers and skills providers to look at increasing diversity, improving retention and encouraging progression via apprenticeships and targeted training opportunities. We will be doing similar work with the neighbouring boroughs on social care employment.

In the construction industry, a GMB union report found that it has a representation of just 12.5% women and 5.4% BAME in total across the sector. Construction is perceived as unwelcoming to women, workers who are from ethnically marginalised backgrounds, the LGBTQ+ communities, and those with disabilities or childcare responsibilities. This is based on the evidence that discrimination, hostility towards differing ethnicity, blatant sexism and homophobia does occur on building sites.

In Islington, the construction sector has traditionally offered multiple opportunities for local residents to enter and progress in employment. The majority of the construction work in the borough is based on major building developments, or social housing new build developments run by major companies with large UK supply chains. We have a strong track record in gaining employment & training opportunities on these major developments, as well as strong relationships with the Camden Construction Skills Academy, which is part of the Mayor's Construction Academy.

We have worked with colleagues in housing to implement a new approach to apprenticeships with the new build programme in construction, providing new homes for our residents and aspirational careers for local young people in surveying, project management, engineering, and traditional skills. This includes working with the developers on the Holloway Prison site to optimise the employment and green skills opportunities for local people – focussing on women and people from ethnically marginalised backgrounds – and incentivising local businesses to have robust diversity and inclusion policies and practices.

It is anticipated that by 2030, there will be half a million green jobs in London, with a total of one million by 2050.¹ As we respond to the challenges of climate change, there is now a golden opportunity to reconfigure the jobs landscape, scale up existing capacity and develop new programmes to train the workforce, and our local businesses, to be green economy ready.

To drive a green economy in Islington, we need to create a new generation of local jobs in the industries and infrastructure to tackle the climate crisis, and a local workforce that will be able to contribute to and benefit from a new green economy. We want to create good jobs for our residents, support businesses to succeed and attract investment by developing the sub-regional green industry sector and enable all other sectors to reduce their CO₂ emissions to zero. It is vital that Islington residents are equipped with the skills to access secure well paid sustainable jobs, particularly those who face the greatest barriers to employment – no one should be left behind as we transition to a low carbon economy.

We know that we need to position our residents to be skilled for these new sectors, and we are working with our colleges and universities to develop a new workforce for the green industrial revolution. Similarly, we will work with our trade unions and employers to ensure that workers are supported to transition to a green economy, and that no one is left behind in the transition.

Finally, we have also embedded apprenticeship placement opportunities in the Employer Requirements for our new home building programme. In addition, we have a sizable cyclical maintenance contract that also affords many opportunities for employment & training –with a particular potential for 'green skills' development. We will use both of these platforms to build more opportunities for residents and continue to expand our practice to optimise opportunities for residents in the sector.

Community Wealth Building in action

[Picture available]

Kamal is an Islington resident whose interest in construction grew after speaking to a friend who already works in the industry. Kamal was referred to Higgins Partnerships by iWork, for a Site Supervisor Level 4 Apprenticeship in August 2020. He is now enrolled with London South Bank University working towards his qualification.

Kamal attended City and Islington College and studied a BTEC Level 3 Diploma in Engineering. He had a gap year after college and went to Egypt to live with his family. While he was away, he applied for an engineer apprenticeship. The site supervision role sounded perfect for him based on his skills and the type of work he is interested in.

“On site it really helps that some of the team used to be apprentices, so they understand how to help me with my development. Working alongside the Site Manager has allowed me to get a better understanding of the responsibilities of the role.”

“I am more comfortable at doing my job effectively because of the training I have received on site. I started out by doing a two-week work placement with Higgins that prepared me for my apprenticeship, as before then I hadn't been on to site. This also gave me a better understanding of what I wanted to do within the industry.”

“When I complete my apprenticeship, I see myself becoming a hard-working Site Manager working towards becoming a Senior Site Manager”

Employed – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Through the Islington Working Partnership, support 5,000 Islington residents into employment over the next four years, with at least 60% from an ethnically marginalised background and other specific target groups
- Support residents into 'good work' that pays at least the London Living Wage and provides support to understand the benefits of joining a trade union as part of the employment support package.
- Increase the number of Living Wage employers in Islington – 450 over the next 4 years.
- Develop a network of training hubs, focussing on different trades such as decorating, retrofitting and insulation.
- Deliver 1,000 new apprenticeships by 2025, working with other councils, local employers and our contractors to expand an apprenticeship offer that is a model of excellence and establish an Islington Apprenticeship Academy.

OBJECTIVE 2 – INCLUSIVE ECONOMY

Islington is a vibrant borough located within the heart of London, adjacent to the City - the global centre of financial services – with economic clusters which are world-leading, employing thousands of people and generating global innovations. And underpinning all of this, small businesses make up 98% of businesses in Islington, and are a cornerstone of all dimensions of the local economy.

We are now more than a decade on from the pioneering vision of our Fairness Commission, which sought ways to bridge the gap between the ‘haves’ and have nots’ in Islington. Much has been achieved since, but national and global challenges including austerity, Brexit, the Covid pandemic and a cost-of-living crisis mean that we are locked into a relentless struggle to tackle inequality.

Islington’s dynamic economy provides a vital function within and beyond the borough. Businesses provide goods and services, employment and trade, and form an inherent part of the character of the area. It is important to understand the structure of the economy and recent economic trends to determine what measures need to be taken to support local residents and businesses and how a successful inclusive economy can benefit the local area.

The number of micro and small businesses and their importance to the local economy means they play a central part in building inclusion and spreading wealth more evenly, but a recent local survey of businesses found nearly 50% saying that they did not have the skills needed to help their business thrive.

This is an important issue as they need the capacity to respond to economic challenges that are coming thick and fast and not all of which are predictable. In fact, all businesses are under strain due to higher materials costs, difficulties finding staff, and overall there are fewer customers with less money in their pockets. This is an especially difficult situation for Islington’s high street with those businesses relying on demand for their services from commuters and business travellers finding the environment challenging, and an ever expanding e-commerce sector developing in parallel.

Vibrant, independently owned high streets and street markets in Islington are a key feature of an inclusive economy. Community Wealth building at a local level is most evident in our high streets and business clusters in the borough. We have a number of important town centres, made up of a series of inter-connected neighbourhood hubs – Angel, Archway, Bunhill, Caledonian Road/Barnsbury, Clerkenwell, Finsbury Park and Nags Head.

Objective

To tackle these and other issues, our objective is **to ensure our local economy is sustainable, socially just, and enables thriving places, maximising opportunity for local residents and business.** We will do this by:

1. **Local:** Unlocking the potential of our local high streets, street markets and neighbourhood parades by helping business owners to prosper, and creating vibrant, welcoming, safe, inclusive places for residents and visitors
2. **Prosperous:** Championing social inclusion in Islington’s growth sectors, by expanding responsible, sustainable and inclusive business practices and sector strategies
3. **Independent:** Helping grow Islington’s small and micro business community by connecting them to opportunities and supporting wider ownership through cooperatives and social local enterprises.

Local – why this is important to us and what we are already doing

In Islington, we have four primary town centres: Angel; Finsbury Park; Nag's Head; and Archway. Alongside these centres, we have larger retail hubs at Caledonian Road, as well as smaller neighbourhood parades such as Canonbury Parade, providing residents and visitors with a wide choice for shopping, hospitality and entertainment. A central part to our high streets is our local street markets. We operate Chapel Market, Whitecross Street Market, and Exmouth Market; and also license a number of private markets including Archway; Camden Passage; and Nag's Head covered market.

These hubs are at the heart of our communities – a place to shop, meet, get services and socialise – vital in bringing people working, visiting and living in our borough together. Our street markets are also important in offering affordable goods and services that specifically serve the needs of the local community, as well as providing a bottom-up, lower-cost opportunity for many business owners to operate in the borough.

Islington's town centres and local parades have responded imaginatively to considerable threats from online competition, particularly in comparison goods shops where the creativity and ingenuity of our residents, businesses and workers is taking advantage of higher demand for in-service retail, leisure and convenience opportunities. New working practices, cost of living crisis and Brexit still exert pressure, but the measures that we put into place to support local businesses and shore up the local economy during the pandemic are now turning into deeper, more collaborative and productive relationships. We will continue to offer packages of business support and hyper-localised interventions, including physical changes through our Liveable Neighbourhoods programme e.g. more seating areas, greening, and better cycle and walking access to encourage local footfall.

Islington also needs to meet the changing requirements of commuters who come into the south of the borough – known as the Central Activities Zone (CAZ). Many local shops, cafes, launderettes and venues have built their businesses on office workers who use the services within the vicinity of their place of work. As our working habits continue to evolve, with increased options to work from home more frequently, so too must the CAZ adapt.

Finally, a vibrant part of Islington is its evening economy. The diverse range of cultural, entertainment and hospitality businesses make Islington a destination for both locals and visitors alike – as well as employing vast numbers of our residents. Given the density of Islington, there is a balance to be struck: between ensuring that the evening offer is safe, affordable and unique; and making sure that local residents still enjoy a good quality of life in their homes. We will achieve through ensuring our licensing policies drive positive, balanced outcomes, and working closely with partners including the police to ensure that key issues like safety and noise levels at night are carefully managed. Finally, we will work with local businesses to provide the support required to maintain Islington's reputation as a 'go-to' place for an enjoyable night out.

Community Wealth Building in action

[Picture available]

At the heart of Finsbury Park, Fonthill Road is unlike any other shopping district. It is lined with independent fashion boutiques and wholesalers where you will find an incredible range of products that reflect its status as a hotbed of fashion creativity and cultural diversity. We want our garment production affordable workspace and retail units that we have developed there to contribute to the revitalisation of the area. This builds on a rich textile heritage.

We work closely with local traders to strengthen the Fonthill Road Traders' Association and promote the area, delivering events, supporting business-to-business relationships, and offering training on visual merchandising.

Fashion Enter is the local affordable workspace operator, one of their roles is to support local retailers in protecting the character of the cluster, spur innovation and help it adapt to challenges to run a high street clothing business.

By working closely with local traders, we are planning to secure this rich high street heritage for generations to come.

Local – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Strengthen a data-led approach protecting local high streets and expand the local economies framework to Angel and small parades
- Examine the needs of night workers, to extend their protections and enable access to affordable support services at unusual hours, working towards an inclusive evening economy

Prosperous – why this is important to us and what we are already doing

Islington has growth sectors which are world leading. With large concentrations of digital, tech, financial and professional services businesses, there is a huge demand for workers. High-tech, creative, 'knowledge' businesses drive advanced economies. In the UK, they are responsible for much of our productivity growth: between 1990 and 2017, productivity more than doubled in information and communications. London's tech sector is growing more than two and a half times faster than the UK average, and now contributes £184bn to the British economy – a magnet for global talent.

However, despite having these opportunities on the doorstep, the benefits of the knowledge economy are not shared with everyone. The vast knowledge economy in London remains disconnected from its diverse communities, many of whom are marginalised from the benefits of this thriving economy. More than 33% of tech board members and 31% of senior executives attended private schools – compared to just 8% of the UK as a whole. Across the UK, for every £1 of venture capital investment, less than 1p goes to all-female led teams. And only 1 in 9 of the senior leaders in tech comes from an ethnically marginalised background, yet these residents make up over 40% of the population in London. Only 5% of the UK digital tech workforce are from Black, Asian and Minority Ethnic background.

Our economic clusters – Silicon Roundabout; Knowledge Quarter; and Brewery Road – attract and trade with people from across the globe, but fail to include people from across the street, missing the diversity of talent in their immediate environs. Neighbouring communities are marked by some of the starkest contrasts in wealth and poverty in the country, left behind and excluded from the growth on their doorsteps.

We want to champion social inclusion in Islington's growth sectors so that local people feel that the opportunities across Islington's economic clusters are open to them. We will build long-term partnerships with employers in our priority sectors, challenging them to lower the barriers to entry that prevent or discourage local communities from accessing the opportunities on their doorsteps. Through adapting more inclusive entry requirements that are grounded in a genuine commitment to fair recruitment and removing barriers, our growth sectors can deliver increased skills and jobs, supporting an inclusive economy built on local talent.

To start this 'systems-led' approach, Islington is currently lead partner on LIFT (Leading Inclusive Futures through Technology), a £7.4m project spanning four boroughs to deliver jobs, support

enterprise and training in tech and related jobs. LIFT works with employers to consider their recruitment practices and adapt fairer, more inclusive, and creative entry routes into jobs in priority growth sectors like IT and Communications, both of which have recovered fast from Covid-19 and offer significant opportunities for career progression in addition to incomes well above the London average.

We also need a strong collaboration between industry and local government to make sure that local people have the skills required to secure good jobs. The council works alongside residents to ensure they are skilled up and ready to launch careers or start up businesses in sectors that offer good jobs and genuine career progression opportunities.

We are celebrating Islington's creative community as one of our most valued assets and building strong partnerships with creative production companies such as Film London and the N7 business cluster to plug local residents into new opportunities. Linking with our many cultural partners in the borough, we know that 'backstage' production has a number of craft areas in which there is a great demand for skilled labour. We will work with local businesses and organisations to create a pipeline of talent for this dynamic industry – retaining important businesses in our borough and growing the local pool of skilled workers.

London is a renowned global life sciences hub. The co-location of world-class universities and clinical research, alongside infrastructure and access to investment for innovation led start-ups in medical sciences makes it a unique cluster. To ensure that our residents and small businesses are benefitting from the success of this unique cluster, we will actively nurture an inclusive eco-system with our partners. This will include incubating locally owned start-ups and businesses, as well as developing a skills pathway for local people to secure jobs and business in this once-in-a-generation development.

Childcare is another big issue for working families and women, in particular. We have ensured that childcare bursaries are available for many lower-income parents starting work, a placement or training. Working families with children under five can also access subsidised childcare across our network of 19 children's centres and council nurseries, and many of Islington's voluntary sector nurseries.

Many night-time workers – cleaners, security, delivery drivers – often work in very difficult circumstances – under intense pressure, working long hours for poor pay and at great risk to personal safety. We will examine the needs of night workers, to extend their protections and enable access to affordable support services at unusual hours.

In response to the climate emergency, we have committed to a fair and green future in our strategy [*Vision 2030: Building a Net Zero Carbon Islington by 2030*](#). Achieving a net zero carbon Islington by 2030 means everyone has to play their part, from local businesses and organisations to individuals, each contributing to reducing carbon emissions.

The term 'Green Economy' refers to a reduction in environmental risks and ecological scarcities. It aims for long-term development that is sustainable while also promoting health, wealth, and well-being for all people. Our aim is to build a green economy that makes our community a fairer, more liveable, clean, resilient, and enjoyable place to live. It is now recognised that an economic model built on perpetual growth presents significant challenges to our zero carbon commitments. Growth must not take place at the expense of the environment – recognising that poorer people suffer most from environmental degradation.

We pledge that no one will be left behind in the pursuit of our zero-carbon targets and greening the economy. Therefore, our programme works towards a low carbon, more resource-efficient economy with less adverse environmental impacts.

Therefore, we need to support Islington businesses to decrease their carbon footprint. Working with our partners through the [Islington Sustainability Network](#), we will help smaller businesses to build and maintain their skills as well as adapt their business practice, through training, networking, and funding.

Renewable energy, green building, clean transportation, waste management, land use and green financing, are six key 'green' sectors that can significantly accelerate our efforts to achieve green economy and Islington's net zero carbon targets.

Islington has world-class institutions and business clusters which attract thinkers and researchers that are at the cutting edge of new thinking in combatting the challenges of the climate emergency. We need to work with them and expand the opportunities for innovative businesses that want to test and commercialise new ideas and mobilise investors that want to be at the forefront of rapidly growing sectors.

We will also support the development of new 'Green Enabling' businesses that provide green solutions incorporating for example cutting edge technologies and ways of working by incubating them to raise revenue and attract funding and capital investment to pursue local priorities. We are already developing stronger partnerships with our local construction, energy, waste, and transport businesses to identify opportunities to work together on upskilling the local workforce.

Community Wealth Building in action

[Picture available]

The Islington Health and Social Care Academy is a partnership of senior managers from key anchor institutions, with the shared objective of increasing local recruitment into the sector and supporting unemployed residents and school/ college leavers to understand the career pathways available.

The Academy, which is convened by the council, is proving to be an invaluable tool for engaging influencers from across the Health and Social Care system in conversations around careers, pathways into work, culture change, well paid, quality jobs and building a strong and resilient local workforce.

The iWork service has created a local hub offering a bespoke recruitment package for employers, particularly those delivering council contracts, and to support residents with outreach and pre-screening clients for vacancies.

Islington's Adult & Community Learning service regularly runs a short course, 'Preparing to Work in Adult Social Care' with many of those who complete being referred to the hub and progressing into careers in the sector. We are working with the College to find Work Placements for Health and Social Care students and have agreed a virtual work placement package for students with Care homes across North Central London boroughs.

Prosperous – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Continuing to enhance foundational sectors in construction and health & social care, deepening good employment and recruitment practices
- Partner on a system-change programme to build an inclusive eco-system for the health and life sciences sector in Central London
- Implement our green economy action plan, building skills and opportunities for residents and local businesses
- Developing and promoting the Islington New Deal for Workers proposal

- Deliver an incubation programme for start-up businesses and community initiatives who seek to reduce carbon emissions
- Increase the use of sustainable transport and delivery methods by local businesses
- Expand the local circular economy and enable businesses to adapt their business model and practices.

Independent – why this is important to us and what we are already doing

Islington lies at the centre of one of the most dynamic cities in the world and is home to over 18,000 businesses of all types and sizes, employing over 256,000 people. Small businesses make up 98% of businesses in Islington and are a cornerstone of the local economy. Compared to large business, they are more likely to be local, employ local people, have local suppliers and invest any surplus and profit back into the local economy.

However, smaller businesses face the impact of ‘commercial gentrification’ and the threat of being displaced from the borough. A hyper-competitive property market, and the resultant demand for space, has increased land values. This in turn increased rents and resulted in Islington experiencing some of the highest business rate increases in the UK. All of this has a negative impact on independent businesses’ ability to grow and to remain in the borough.

If local independent micro and small businesses are priced out of the borough and large corporates or multinationals move in, this will lead to a more ‘extractive’ economy with locally generated wealth being spent outside of the borough.

For small businesses, the challenges are myriad – from the importance of market research and brand positioning to the challenge of set-up costs, including marketing, financing and finding affordable premises. And every day, thousands are working hard locally to launch, build and sustain healthy businesses, creating jobs and contributing to vibrant, thriving communities. That is harder for some than others, and it is our mission to help everyone achieve their potential by addressing unfair disparities across class, race, disability and gender.

Before the pandemic, nearly 50% of business owners surveyed reported that they did not have the skills needed to help their business thrive. Many are now carrying significant levels of debt. In addition, as smaller operations, they have limited capacity to adjust to new business developments such as digitisation and/or staff training.

In particular, we know that business owners and workers from ethnically marginalised backgrounds face additional challenges in the economy, due to structural inequalities. According to Islington’s State of Equalities Report (2019), 32% of Islington residents are from Black, Asian and Minority Ethnic groups, compared to 23% of business owners who identified as being from those backgrounds in our small business survey. It is also striking to note that the survey also found the four largest sectors for Black, Asian and Minority Ethnic ownership all reported the lowest levels of annual turnover on average.

We are working with a range of partners to provide local businesses with the expert advice they need as we emerge from the pandemic. We have delivered a ‘Survive and Pivot’ programme, enabling several local businesses to adapt their business model, and develop skills and networks to survive the crisis. More recently, we have commissioned Centa to provide one-to-one specialist diagnostic support on recovery planning including debt financing. We are also commissioning a new business development programme for our street markets – to sustain existing traders, but to also bring through the next generation of traders – ensuring that our street markets remain inclusive and affordable.

To promote local businesses, and to keep more money circulating in the Islington economy, we have already developed a small business directory for the construction sector, to encourage developers, anchor institutions and larger businesses to purchase locally.

Broadening ownership of the economy is one of the central tenets of community wealth building, to promote locally owned and socially driven enterprises. It encourages more diverse models of enterprise ownership that enable wealth created by communities to be held locally. We are already seeing the fruits of this approach with new businesses growing through our dedicated incubator spaces. We do this through our network of affordable workspace partners – such as Outlandish, where they are tasked to support budding worker co-operatives; or Better Space, where they will work to develop new social enterprises and other social impact companies.

We have helped establish a Co-operative Development Agency – Cooperate Islington – with partners including Outlandish. This agency seeks to raise awareness of the benefits of worker-owned enterprises, provide training and support for start-up co-operatives and expand our local community of these types of enterprises.

We know that many businesses in Islington are committed to paying a fair wage for a good day's work. That's why, in 2021, we became a Living Wage Borough, and, as part of that journey, committed to doubling the number of Living Wage-accredited employers over the next three years and ensuring 3,000 more workers in Islington receive the London Living Wage by 2024. We appreciate that this is a challenge for small businesses, and we are dedicated to working with them, so that they can reap the benefits of being a Living Wage employer – such as lower staff turnover, and greater customer loyalty.

We will also continue to promote the offer of levy sharing to local SMEs interested in using apprenticeships to upskill their staff, as well as working with sector partners to develop a series of events, employer visits, training/webinar sessions to schools, colleges and employers to achieve a higher level of awareness of the wide range of pathways into various sectors.

We have recently partnered with Action for Racial Equality to develop an 'inclusive entrepreneurship' programme – to provide a platform to expose and promote our local talent and to tackle some of the systemic barriers which hinder. Similarly, on the high street, we are commissioning business support to develop a sustained campaign to generate more business for our local Black-owned businesses. We will do this through dedicated events, awareness raising, market pop-ups and promotions.

Community Wealth Building in action

[Picture available]

The Briki Greek café and delicatessen in Exmouth Market is a go-to spot for locals and visitors alike. It contributes to the unique identity of Exmouth Market. Briki employs 2 Islington residents, playing their part to put more money into local pockets and boost spending in our local businesses.

The Local Economy team recently assisted Briki in benefitted from the Energy Relief Grant (ERG) which was offered to local cafes and restaurants to help cover increasing energy costs. Briki were one of 130 businesses in Islington who benefitted from the scheme.

Briki also runs a shared cargo bike scheme which is open to businesses and residents. Briki use the cargo bikes for local deliveries and encourages other businesses and residents to follow their lead. The scheme lowers pollution in this busy residential area of central London and makes Clerkenwell a more pleasant place to be.

Briki also support Toilets for London, a scheme aimed that improves public access to toilet facilities. This is a crucial social issue as lack of accessible toilets can discriminate against older

people especially. Since signing up to the scheme Briki reports more customers and more comments saying that their business a more welcoming and inclusive destination.

Independent – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Promote locally owned and social impact enterprises to encourage more diverse models of enterprise ownership and increase the resilience, capacity and number of local co-operatives, community businesses and social enterprises.
- Actively work with local businesses and partner organisations to develop and expand the use of a locally based supply chain.

OBJECTIVE 3 – PROGRESSIVE PROCUREMENT

Boosting and locking-in wealth for all of our residents must be at the heart of rebuilding our economy and supporting Community Wealth Building.

The goods and services we buy and contract are a key element in Islington's economy. Contracting with and buying from local suppliers (or suppliers who have social dimension to their operations) is an essential element of creating a more inclusive economy.

Islington spends over £650m with about 6,000 providers annually to keep our public services going. Around half of this is considered 'influenceable' and already the council has managed to direct nearly 40% of its expenditure towards local businesses, with 25% being based in Islington.

We need to make sure that every pound we spend maximises the benefits for local people. So, in 2019, we published our Progressive Procurement Strategy 2020-2027.

A new commitment to deliver 20% of social value in Islington's contracts is already yielding benefit, including new jobs for local people, as well as mitigating carbon emissions and supporting local SME businesses.

Boosting and locking-in wealth for all our residents must be at the heart of rebuilding a fairer Islington. Microbusinesses with fewer than 10 employees constitute 88.8% of all Islington businesses and if small businesses with fewer than 50 employees are added, together they make up 97.6% of Islington's business community.

We want to support and enable Islington businesses, particularly small businesses, to successfully tender for council contracts and provide contractual incentives for them to go green or greener in doing so. By doing this Progressive Procurement can tackle many of the pervasive economic, social, and environmental challenges in the borough.

We procure goods and services for the benefit of our residents. In some cases, they benefit all residents, in other cases they benefit residents with specific needs. They create business for companies based in the borough, income for their suppliers and work for people who live in Islington.

Islington is bringing more services in-house in order to increase employment opportunities for local people and guarantee that those delivering those services could expect more secure, good quality, unionised work. We recognise the power of in-sourcing. By providing services in-house, it gives us better control of services, more flexibility around delivery and better protection for those delivering key services. It also protects our residents, by reducing our reliance on large national contractors whose failure would be catastrophic to our services. We will therefore seek to deliver more services in-house, wherever it is possible to do so.

Objective

To tackle these and other issues, our objective is **to boost and lock in local wealth creation through the progressive use of local purchasing power.**

We will do this by:

1. **Leadership:** shaping a supply chain that supports an inclusive economy
2. **Partnerships:** building long term partnerships with like-minded suppliers that deliver high quality services and social value for our residents, whilst offering value for money
3. **Community:** through active leadership and progressive supply chain partnerships, the council's supply chain will maximise economic, social, and environmental benefits to communities.

Leadership – why this is important to us and what we are already doing

Our goal is to be a progressive procurement pioneer, to shape a supply chain that builds community wealth and supports an inclusive economy which enhances the quality of life of our most disadvantaged residents.

The council stewards the expenditure of public money carefully through a rigorous programme of capacity building for those who commission goods and services for our borough. The goods and services we procure are often fundamental to the daily lives of our residents – from homecare services and Supported Living Accommodation services, through to new build contracts for genuinely affordable homes in Islington. The timely, effective commissioning and delivery of these contracts are at the core of what we do.

Central to this is, we have strengthened Executive Members' roles at the heart of the procurement oversight and scrutiny process with lead members for Finance and Performance and Inclusive Economy and Jobs, guiding implementation of the strategy and interrogating our delivery of social value. We will be rolling out Community Wealth Building inspired supply chain, procurement, contract management and social value training for members and senior commissioning managers, including in operating new monitoring and evaluation systems to review, report on and improve performance.

Further, to shape a supply chain that supports an inclusive economy, we are engaging senior managers in shaping and monitoring delivery of key contracts, as well as enabling user and resident-led procurement to enable residents and service users to shape the commissioning of services and assess the impact of social value.

We are implementing new systems to improve knowledge of our spend with suppliers to monitor and increase our business with local SMEs. By doing this, we are also identifying local supply gaps and assessing the possible development of new worker-led and social enterprise companies to fill them, ensuring wealth is shared in Islington with the people who create it.

Social impact needs to be integrated into the entire contract cycle and feature in the process of selecting contractors that offer works, services and supplies with the aim of finding a balance between quality and price while, at the same time, fostering the values and practices of a socially responsible business model that enhance our objectives on a more equal place for all.

Suppliers come in all shapes and sizes, from multinational corporations to small, local businesses, some directly commissioned and others working as sub-contractors. Each performs a valuable role and brings with them their own unique approach. We will work to capitalise on the added value a diverse supply chain can bring. We believe a supplier does not necessarily need to be large to be strategic.

Building inclusive and diverse supply chains aligns with our commitment to tackle inequality and nurture the diversity of our business community in Islington. We will work to ensure that socially driven businesses, such as cooperatives and social-enterprises, and businesses owned by underrepresented communities can engage successfully in our procurement, commissioning and contracting opportunities. We want to become local government trailblazers in supplier diversity and use this goal to further build our support package for our diverse local business community.

To demonstrate our commitment as leaders in driving innovation in the marketplace through procurement we are actively reviewing our governance and processes. The Council is exploring ways in which we could expand our leadership in this area by looking at our decision making, what other organisations such as Councils are doing and working closely with our Anchor Institution Network to agree what steps to take this forward. We are proudly wanting to see how we can potentially further support different types of organisation. This will include small businesses, local

businesses, Black and Minority owned/led businesses and cooperatives within the principles of progressive procurement. This will support our Community Wealth Building strategy and commitments to making a more equal future for everyone, helping our businesses to thrive.

Finally, a key part of the strategy's success revolves around a new approach to transparency that sees the setting and publication of community wealth building targets against which we will be held to account.

Community Wealth Building in action

[Picture available]

We have redeveloped our online directory of the construction sector and related trades on 'Find Your Islington' to create a more user-friendly portal that will better assist buyers in the borough find local suppliers to meet Section 106 obligations and other social value commitments.

Through improved access to additional commercial and ethical information on each business (e.g., which organisations are accredited Living Wage Employers, or can undertake retrofitting work), a buyer will find it easier to identify the local suppliers that meet their needs and invite them to bid for various works-packages.

The directory also provides local businesses the opportunity to advertise their goods or services free of charge and receive updates from the council about local supply chain opportunities from building and refurbishment projects in the borough.

The directory is inclusive of organisations that support the core functions of the construction sector such as architects, specialist engineering firms and other related professionals, as well as generalist areas, such as office supply.

Leadership – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Unlock the power of procurement by more concerted collaboration between procurement teams at regional level. Many procurement decisions which affect Islington are not made within the Council's remit; for example, all transport decisions are made at a London-wide level through Transport for London.
- Influence and shape pan London frameworks to achieve right balance between value for money and social value.
- Develop a supplier diversity strategy and deliver pilots to increase supplier readiness and contract opportunities for democratic businesses and businesses owned and led by those from underrepresented communities.
- Expand our local supplier directory to showcase more key sectors and diversity of ownership e.g., Black-owned businesses.
- Review our governance and processes to ensure they are fit for purpose to demonstrate how we can be leaders in driving innovation in the marketplace through procurement.

Partnerships – why this is important to us and what we are already doing

We have clearly established a strategic preference for directly delivering services, as far as practicable and affordable. We believe this gives us better control of services, more flexibility around how we want to deliver services, and better protection for those delivering our key services. Ultimately, helping us to maximise the level of wealth that is 'locked-in' for our residents and local businesses.

But we also recognise that direct delivery is not always the most appropriate and affordable way to deliver services and make a contribution to strategic objectives. In these circumstances, we want

to build long term and progressive partnerships with suppliers, based on shared values and ambitions for the borough and delivering high quality service and social value outcomes for our residents, as well as delivering value for money.

We firmly believe that this mixed economy of provision is the right strategic approach but is equally firm that we need to actively invest in both forms of provision. We are clear that where we choose to externally commission services, these arrangements should in no way become 'poor relations' to directly delivered services. Commissioning, procurement, contract management and supply chain management must therefore be active, two-way, and highly effective processes. Particularly in the context of our strategic priority of using these processes to support the delivery of social value outcomes and secure value for money.

There are many reasons for poor contract and service delivery performance, and it can occur even where partnerships are strong. Effective risk management and taking action early is therefore key to any successful partnership. Putting in place strong contingency plans will also reduce downtime if a provider should be unable to deliver for any reason. This forward planning approach, where valuable information is collected best practice shared, results in a high level of preparedness that both improves services while making contracts more efficient.

To do this, we are collaborating with partners to find new and innovative ways of improving services including working with strategic suppliers to improve performance, reduce costs and mitigate risks.

Over the next 7 years, we will be building long term partnerships with like-minded suppliers that deliver high quality services and social value outcome for our residents whilst offering value for money. In cases where direct delivery of services is not possible, we will be exploring opportunities for doing things differently, working with those who reflect our values, as well as identifying and managing strategic risks. We will seek out opportunities within the marketplace to commission services, tapping into the expertise available within the corporate procurement function to do so.

It will be important that we ensure procurement opportunities are communicated simply, and active steps are taken to encourage local SMEs to apply, including the possibility of consortia bids. By making the Contracts Register easier to navigate, scrutinise, and extract data, we plan to unleash its potential as an information resource for commissioners to identify cross departmental social value opportunities.

To boost SME and voluntary organisations' chances of winning contracts, we already run regular 'meet the buyer' sessions and provides tailored practical support sessions to help improve bid writing capabilities and will continue to expand and enhance these.

Community Wealth Building in action

[Photo available]

The Council's ambitions for Home Care are underpinned by a vision for Islington to be made up of strong, inclusive, and connected communities where, regardless of background, people have fair and equal access to adult social care support that enables them to live healthy, fulfilling, and independent lives.

The demand for home care in Islington is rising with an additional 16,000 older people expected to be living here over the next ten years.

To manage this level of demand whilst improving outcomes for residents, the council has developed a new procurement strategy that will ensure higher quality home care provision, drive a more inclusive economy, and deliver greater value for money.

The new delivery model will be driven by a locality-based approach that diversifies the supply chain by building stronger partnerships with smaller businesses and VCS organisations that are geared towards providing more outcome focussed care.

In addition to facilitating more quality, local employment for Islington residents paid at least the London Living Wage, transformed Home Care services will offer intensive reablement support to maximise independence for older members of our community.

Carers will receive opportunities to grow their careers, whilst a wide menu of support will be offered to our most vulnerable residents, which includes mental health, learning disabilities, and hospital recovery. The heart of this new approach is place-based, multi-disciplinary working, with residents experiencing more accountable and holistic health and social care support, tailored to their needs.

Partnerships – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Developing progressive supply partnerships to implement creative solutions to the challenges of helping our residents to live independently at home for longer.
- Deliver new procurement operating model to ensure progressive procurement principles underpin all commissioning, sourcing and contract management activity
- Implement and taking advantage of a modern contracts register.

Community – why this is important to us and what we are already doing

Whilst work since 2011 by the council and its partners has begun to tackle inequalities in our borough, there is more to do. Moreover, the impact of the pandemic and now the cost-of-living crisis, have been both far-reaching and severe, particularly amongst those residents who already struggled in the face of deep inequalities in our system.

In parallel, we have declared a climate emergency and is establishing a strategy to deliver a zero-carbon borough by 2030. In these contexts, social value has to be about ensuring that every penny we spend finds its way to enable our communities and economy to thrive, whilst sustaining the physical and social environment. More than ever, we need to strive for an inclusive economy that enables our most disadvantaged residents to get into training, good quality work and entrepreneurship.

We intend to lead from the front, getting results which inspire neighbouring boroughs and anchor institutions to partner with us so that we have a shared approach to an inclusive economy and shared vision to deliver community wealth-building. Working to join-up supply chains, where practical, affordable and clearly proven to enhance value.

For Islington, social value means explicit outcomes, particularly more jobs, apprenticeships and work experience opportunities, in all procurement activity, with a weighting of at least 20% of the overall scoring and evaluation. We will only work with supply partners who pay their staff a living wage and actively develop and support their career progression.

Our definition of social value embraces our response to the climate emergency, embedding targets to achieve net zero carbon emissions by 2030 across all relevant contracts.

It is essential that our spending, both directly and with suppliers, has the maximum positive impact for Islington people, especially the most disadvantaged. We want to make sure as much as

possible is spent within Islington, and that our purchasing decisions support Islington people through creating employment, skills training and other opportunities.

Through progressive supply chain partnerships, our supply chain will maximise economic, social, and environmental benefits to communities.

We are committed to embedding social value into our financial planning and commissioning cycle, making sure that all tenders include social value within their specifications with a default 20% weighting. Benefits are economic, social or environmental and could range from things like reductions in carbon dioxide emitted through a contract to providing contractor jobs, training and apprenticeships to the long term unemployed.

We are developing a framework with aims, objectives and mandatory targets that will enable us to measure our performance and hold us to account in the delivery of social value.

At Islington, we have long been committed to responsible business practices and ethical standards, being an early adopter of initiatives to tackle block-listing of trade union members, safeguards against modern slavery and paying the London Living Wage. These are non-negotiable and form part of every contract.

As part of our vision for a new economy, we want to increase the capacity of SMEs and constructive commissioner engagement, including with the voluntary sector so that barriers to participation are overcome with comprehensive support extending through the contract cycle. We will do this by building up local supplier networks so that SMEs are bid ready and able to combine strengths to offer innovative solutions.

Community Wealth Building in action

[Photo available]

Marlborough is the current contractor for the Highways works in the borough and demonstrates what can be achieved when there is a strong commitment to social value. The company launched a charity drive that raised nearly £3,000 and encouraged employees to donate old workwear to organizations such as Smart Works and Suited and Booted, which support Islington residents in their employment search. Marlborough has also enabled its employees to volunteer and provide careers advice to students from Years 7 to 10 at St Aloysius College in Islington.

Furthermore, Marlborough has donated laptops to Healthprom, a charity that helps vulnerable children, women, and families in Islington, including those affected by the war in Ukraine. These are just a few examples of the company's commitment to social value in the early phase of their contract and there are more to come. Marlborough is launching apprenticeship programs in highways work with a focus on green initiatives, further demonstrating the company's dedication to promoting social, environmental, and economic benefits in the community. Islington Council and its contractors like Marlborough are working in partnership to create a better future for the residents and communities of Islington.

Community – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Measure the Social Value generated through the purchasing power of the council and report on its social impact
- Further embed the corporate approach to securing the maximum social value from our commissioning process, including the use of the Social Value Portal
- The focal point of sub-regional collaboration should be collaboration on advancing social value and generative forms of ownership in different sectors of the economy. Islington and

neighbouring boroughs such as Camden and Hackney should have a mutual understanding of which generative sectors the others are seeking to increase and be aware of procurement opportunities which might arise from each other's business development projects.

- Develop binding obligations to deliver services in ways that contribute to Islington's net zero carbon target, particularly on contracts related to highways and construction.
- 'Sandboxing' – testing new innovations developed by local businesses in response to critical missions such as Net Zero.

OBJECTIVE 4 – SOCIAL AND ECONOMIC INFRASTRUCTURE

Islington's residents and business need secure foundations upon which to build wealth. This requires physical space – in a borough with some of the highest property prices and densest development in the UK.

Islington is the third smallest borough in London covering 15 km² and is the most densely populated local authority area in England and Wales, with 16,097 people per square km – almost triple the London average and more than 37 times the national average. Only 13% of the borough's land is green space, the second lowest proportion of any local authority in the country.

So, making best use of our social and economic infrastructure is incredibly important.

We own and manage multiple buildings and open spaces across Islington, including being a landlord to over 36,000 households, providing residents, businesses, and communities with access to a wide range of facilities including libraries, children's centres, parks, schools and council services. We also have a range of commercial properties that can bring in vital income for the council. These assets can mitigate the effects of high property costs.

At the heart of our commitment to create a more equal Islington is the belief that everyone deserves a safe, decent, and genuinely affordable place to call home.

Islington's property market is hyper-competitive and the resultant demand for space has increased land values and led to a rise in rents. This has resulted in Islington experiencing some of the highest housing shortages and business rate increases in the UK. Families are forced out of the borough, and it also has a negative impact on small businesses' ability to grow and to remain in the borough.

Islington is a small, densely populated borough and land is scarce and expensive. It is imperative that we maximise our opportunities to build and fund new genuinely affordable homes by using land that we own.

There is a desperate shortage of council homes in Islington and across London. To tackle the housing crisis, we are planning to start building 750 new homes by 2027. This is part of the biggest scheme to build new council homes in Islington for a generation. These much-needed new homes will be genuinely affordable, high-quality, safe and energy efficient.

We will use all the buildings and assets at our disposal, together with our planning powers and influence as a local authority, to maximise the development of affordable housing and workspaces in the borough, protect our town centres, businesses, and local jobs, and to ensure that our community and education assets provide spaces for residents to come together and build strong communities.

Objective

In this context, our objective is **to leverage and develop the borough's physical assets for the greater benefit of residents and local businesses**. We will do this by:

1. **Progressive:** Upholding a local planning framework to maximise the development of affordable housing and workspaces in the borough, protecting and enhancing our places, businesses, and local jobs
2. **Affordable:** Building affordable homes and delivering affordable workspaces to help local families and businesses to thrive, also generating social value
3. **Enabling:** Ensuring that our community and education assets are valuable spaces for everyone where they can come together, get skills, organise and participate in building a new economy.

Progressive – why this is important to us and what we are already doing

As far back as 2011, we considered the development of community assets in our strategic vision for the borough as part of our planning policy approach. The Core Strategy ensured that affordable housing, employment spaces, and community facilities were to be considered as the borough grew and resident needs diversified. This included making sure key infrastructure, such as transportation, affordable housing, healthcare and education, were spread evenly across the borough, to meet existing needs as well as respond to the predicted growth of the borough.

The new Local Plan policies are currently in the final stage of preparation, with strengthened requirements on affordable housing, workspace and community infrastructure – key policies in ensuring that this is a borough where there is a place for all.

Despite the challenges described above, Islington's Local Plan estimates that demand for office space will still increase and has estimated in its Employment and Land Study a requirement for 420,000 metres² business floorspace by 2036.

A more competitive office environment is also likely to increase demand for quality office space in locations nearest to stations, which could benefit Farringdon, a key transport hub for the Elizabeth Line. Any short-term rationalisation of this order in the office market is, however, likely to be counterbalanced over the next two to five years by a continuing centralisation of offices within high profit sectors such as tech, life science and knowledge quarter occupiers. As growth returns, the opening of the Elizabeth Line and HS2 is going to draw in a much wider pool of skilled labour to London and is likely to compensate further for short-term losses.

Caution should, however, be exercised regarding what this means for property costs in the borough, and the availability and affordability of places for our locally owned smaller businesses to survive and thrive or new, genuinely affordable housing to be built without significant public subsidy. Many landlords have not yet adjusted to new market realities, which have affected businesses and residents' abilities to pay. Alongside changes to the business rates scheme – for which we have supported local campaigns for change – more work is needed to broker fairer commercial and residential rents.

This is especially important in the housing sector since Islington has the second highest population density of any local authority area in the UK and experiences intense poverty and deprivation, including very high rates of child poverty. The borough consistently has 8,500-9,000 people who qualify for allocations on its housing register.

The Local Plan acknowledges that most of the housing need in Islington is therefore for genuinely affordable housing, particularly social rented accommodation which local evidence suggests is the affordable tenure which best meets housing need. We aspire to meeting this need, aiming to deliver as many genuinely affordable homes as possible from private sites and from our own sites.

We also have had a longstanding commitment to ensure all communities can get involved in the planning process and has in place a Statement of Community Involvement that makes clear its commitment to make sure planning policy reflects everyone's needs – from the buildings themselves to local infrastructure, such as housing, education, retail and transportation.

In addition, an Article 4 direction is also sought to prevent conversion of a range of commercial spaces to residential, which would jeopardise the viability of strategically important economic clusters in locations such as Tech City in Old Street, which falls outside the Central Activities Zone.

Community Wealth Building in action

[Photo to be provided]

In August 2022, the council issued the first tranche of Article 4 directions to remove the new permitted development right which allows a change of use from a range of commercial uses to residential without planning permission. These relate to parts of the Central Activities Zone (CAZ) and CAZ Fringe in the Kings Cross area within Islington; the Vale Royal/Brewery Road Locally Significant Industrial Site; the Fonthill Road Specialist Shopping Area in Finsbury Park; and the Camden Passage Specialist Shopping Area in Angel.

This was done in order to preserve employment opportunities for Islington residents. In April 2023 the Secretary of State notified the council that the Direction meet national policy. We will now proceed to formally confirm the Directions, which will come into force in August 2023.

The overall aim of this work is to protect economic diversity of the borough, the range of employment opportunities it offers, as well as to preserve the character of Islington's town centres and shopping areas.

Progressive – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Work on the 2nd tranche of Article 4 Directions, which will focus on Town Centres, Local Shopping Areas throughout the borough and other employment locations, which provide valuable employment opportunities to Islington residents.
- Involve people who are most affected or most likely to benefit from planning decisions, by improving links to local community organisations, the Voluntary and Community Sector, as well as Anchor Institutions. Effective involvement enables decisions on planning policies and applications to be approved in the knowledge that stakeholders have had a full opportunity to express their views and engage in a genuine and transparent dialogue
- Develop a Social Value approach to the development of the Moorfields Eye Hospital site, optimising the social value delivered over the lifetime of the development as well as securing affordable workspace on the site.

Affordable – why this is important to us and what we are already doing

Securing genuinely affordable housing is a top priority in the new Local Plan. The housing need in the borough is vast. Local Plan evidence shows that 12,300 affordable dwellings are needed to provide for the current unmet needs for affordable housing in addition to the projected future growth in affordable housing need, with the majority of this being for social rented housing. The level of need is greater than the housing target for the plan period, therefore even if Islington meets its housing targets entirely through the provision of social rented accommodation, this would not meet affordable need in full.

However, we have been able to set out very ambitious and rigorous affordable housing policies in the new Local Plan, which go well beyond policies set out in the London Plan, in order to ensure that as many affordable homes as possible are delivered on each and every new housing development in the borough.

We are already seeing some very significant successes with affordable housing delivery. For example, the recently approved development on the former Holloway Prison site, which is now under construction, will deliver almost a thousand homes, 60% of which will be affordable housing. During 2022, over 1,100 affordable homes were secured on 4 sites, three of which were secured through Section 106 agreements with private developers.

Further, we continue to secure affordable housing financial contributions from small private development proposals – below 10 homes, with developers being required to pay £60K per each private home proposed in the south of the borough and £50K in the rest of Islington. Islington is

one of only a handful of councils in the whole country who are securing this kind of affordable housing funding, given the national planning policy which states that councils should not seek such contributions from developers. To date we have secured £30 million from small sites contributions, and these funds make very important contribution towards financing social rented housing built by us.

We own and manage buildings across Islington. We also have the potential to secure additional space from developers, for example through Section 106 agreements. These assets can mitigate the effects of high property costs in advance of £1,000 a square foot in parts of Islington, which can exclude communities, and diminish economic opportunities for local people.

Rapidly rising land values feed into increased rents and make the borough an unaffordable place for businesses to operate, especially small and micro enterprises that are likely to be more sensitive to these challenges. Since small and micro businesses comprise nearly 98% of all businesses in Islington, this threatens our vision for a diverse, local economy that is resilient to change. At a larger scale, rising rents threaten Islington's dynamic economic clusters that have evolved a comparative advantage over time by enabling complementary businesses to co-locate and feed off each other's services, resources, and skills. Left unchecked, a loss of local investment and employment can arise, which would undermine the economic foundations of community wealth building here in Islington.

In 2018, we were the first council in the country to shape legal agreements with commercial developers that required them to give over a percentage of their newly-built office space to the council, at a peppercorn rent, for the creation of affordable workspaces. This was to run alongside our own programme repurposing some of the buildings we already owned to create yet more affordable workspaces in the community. Once built or converted, these spaces are then sub-let to a range of socially responsible affordable workspace operators.

We are already seeing the results of this innovative policy. By the end of March 2022, for example four Affordable Workspace Operators were up and running and had provided a total social value of £1,275,677 to the people of Islington. We will continue to engage with a broad range of partners to deliver more genuinely inclusive and affordable spaces in the future – creating good jobs for local people.

The report [Delivering impact: Social value in Islington's Affordable Workspaces](#), shows how this approach is central to our ambition for an inclusive economy and a key part of our Community Wealth Building Programme. In a UK first, social value is embedded in the contracts, by passing on the full benefits of peppercorn rent to operators in return securing benefit for local people and businesses, within a net zero carbon envelope.

Crucial to the idea of affordable workspaces is that Islington's communities are full of talented, creative, and ambitious people, many of whom would like to start or grow their own business, but don't have the finance, experience, or tools to do so. As a result, our affordable workspace operators do more than just offer a desk and fast broadband. They are commissioned based on their passion, motivation, and ability to animate workspaces that change people's lives and contribute towards our goal of building a more equal Islington.

Operators provide employability programmes for local residents, including women, ethnically marginalised communities and residents with disabilities. Business-to-business collaboration and mutual support come as standard, with local firms engaged to offer skills training, networking, and knowledge sharing. In this way, a pipeline is built for local entrepreneurs to set up new businesses, create good jobs and be protected from rising rents and displacement.

Social value activities extend beyond the walls of the affordable workspace too as operators promote our inclusive economy agenda within their locality, facilitating collaborations with local

stakeholders that offer business mentoring, networking and events, apprenticeship placements and supply contracts local suppliers.

The impacts of these activities are defined and quantified as social value – the additional social, economic and environmental impact of a contract measured in monetary equivalent terms.

Organisations, businesses, or individuals who deliver social value are contributing to the long-term wellbeing and resilience of people in the community in ways that are beyond being purely financial, although they may provide elements of financial saving, for example fewer people being on state benefit and being economically active.

To measure social value, Islington uses [the TOMs framework](#) in partnership with the Social Value Portal, endorsed by the Local Government Association. Its benchmarked evaluations calculate the social value generated within local communities by these affordable workspaces. It uses quantitative and qualitative information from workspace operators to assign a monetary value to the outcomes of each workspace – such as courses, jobs, local spend and workshops held.

Our current operators are:

- **SPACE4** – a coworking and events space specialising in tech-for-good businesses and co-operatives. Activities include delivering expert business advice, discounted workspace, training, workshops and events.
- **FC Designer Collective & Workspace** – a high street retail space connected to a fashion garment production space. The space has created five jobs and delivers affordable studios as well as a range of training courses, mentoring opportunities, masterclasses from industry experts and events.
- **Better Space** – a co-working and events space that primarily supports social enterprises and creative businesses – already has more than 100 regular users. It has generated social value through the creation of four jobs as well as a host of events and networking opportunities.
- **Town Square Islington** – a group of three workspaces in Old Street, in their first year of operation – has started to connect with the local community, providing them with free desk space and delivering early-stage business support and advice, as well as incubating new Islington businesses.
- **Meanwhile Space Ltd** – a co-working space at Dingley Place – supporting a new community of start-ups, freelancers and small businesses in a location at the heart of Silicon Roundabout.

We have also made a commitment to embed our ambition towards a net zero requirement in the contractual arrangements for all council-secured affordable workspaces, while promoting and incentivising inclusive innovation to address Islington-based climate challenges.

Community Wealth Building in action

[Photo available]

The Holloway Prison development is an example of the council adopting innovative and progressive planning guidance to help ensure affordable housing is maximised.

The Ministry of Justice closed Holloway Prison in 2016 and announced it was selling the site. This prompted us to rapidly develop planning guidance to guide future purchasers of this large 10-acre site in respect of the council's key planning policies and priorities – including the provision of affordable housing. We proactively involved the GLA in the preparation of the guidance and secured their backing for our approach, extending to a loan to help with the site purchase.

The site was sold to Peabody, with whom the council and GLA worked collaboratively to take forward proposals on the site, recognising that it represented major opportunity to help meet the significant need for affordable housing in the borough.

Planning permission was eventually granted for a significant number of affordable homes, with 60% affordable housing across 985 homes including 415 social rented home. The development also includes 60 affordable extra care homes for older people as well as a women's building and a new public park.

Affordable – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- New Local Plan will enable greater amounts of affordable workspace resulting in greater benefits for local residents and businesses
- Develop an approach to meanwhile spaces to support community activities across the borough
- Seek short-term premises to bring new experiences to the high street
- Through a series of smaller 'grow-on' spaces, we will create the space needed for entrepreneurs and small businesses

Enabling – why this is important to us and what we are already doing

As a key landowner in the borough, we can make a significant impact on the effectiveness of enabling assets through our own investment decisions. We have significantly enhanced our capital programme in recent years and approved our first corporate asset strategy in March 2019, comprising a core strategy that positions our current and future asset base as a key enabler for both day-to-day service delivery and the achievement of longer-term policy outcomes.

We have established a new operating model to integrate asset governance & decision-making to strengthen and focus delivery. This gives us a consolidated and robust picture of the current asset base, with new systems, processes, and investments to ensure we begin to tackle the repairs and modernisation backlog, helping to prioritise as required, as well as helping our voluntary sector and local business tenants maximise value. With a comprehensive implementation plan and supporting programme team, this is an effective engine room to embed the new strategy and make a strong start.

The Strategy established an asset-based approach has a set of core principles to create and maintain assets that help make Islington a fairer place and deliver on the Fairer Together agenda. We will support our residents to start well through maximising the potential of nurseries, children's centres, play facilities and the schools capital programme. Continuing on, we want to support our residents to live well through maximising the potential of parks, leisure & library facilities, affordable workspaces, carbon neutral initiatives, and independent living for working age adults. Finally, we will support our residents to age well through maintaining access to living well assets as well as providing specialist care provision.

We plan to leverage the asset base to support the borough's voluntary and local business sectors to grow and flourish, providing affordable bases to help maximise social value and local enterprise and increase local employment opportunities. And where buildings and facilities are utilised as commercial assets, ensure they deliver maximum financial return for the Council, generating additional investment to help make Islington a fairer place.

A 10-year strategy and underpinning capital programme is being developed and the launch will clearly position our place-shaping role to maximise the current and future asset base. This will

contribute to a more equal Islington and the delivery of Enabling Assets in support of the Community Wealth Building Strategy. In practical terms this means:

- Investing £302m in a major programme of new, affordable social housing to ensure that everyone has a decent, secure and genuinely affordable home, including £80m in one year alone on the New Build Programme meeting our commitment to build 550 new council homes in three years.
- Improving our early years accommodation, schools and youth provision (£10m)
- Modernising our libraries and museum (£1.4m)
- CCTV upgrade (£3m); upgrades to our core CCTV network and investment in CCTV-enabled vehicle to increase coverage for hot-spots.
- Investing a further £33m in a cleaner and greener Islington including vehicle electrification and infrastructure, People Friendly and School Streets, measures to expand the cycle network, energy efficiency measures in housing estates, solar panels and LED lighting.

In Community Wealth Building, it is critical that communities have control over assets. In support of this, we are also exploring a range of interventions. Most recently, we have secured accreditation from the Mayor of London for a Creative Enterprise Zone at Archway. This builds on extensive work with the local traders' association and community-led arts groups. They plan to create a new home for grassroots organisations and, as part of this, we are working with Transport for London to bring back to life a property that has been vacant for several years.

Finally, as we continue to refresh leases on our commercial portfolio, we are actively exploring opportunities to build social value into leases. Demand for our properties is high, and we expect our tenants to give back to the borough. This can be as simple as participating in our 100 Hours of the World of Work programme, through to providing funding for an Islington apprentice.

Community Wealth Building in action

[Photo available]

Youth Employment Hubs provide an accessible space for young people to engage with Islington Council staff and partner services to support their progression into employment, education, and training.

Based in Caledonian, Barnsbury and Finsbury Park wards, the hubs open their doors to the local community by offering opportunities for young residents to develop new skills, learn about local employment opportunities, improve their understanding of the labour market and growth sectors, gain support applying jobs and training opportunities, and access one to one career education, information, advice, and guidance.

Since its soft launch in July 2022, the West Library Youth Employment Hub has begun building a programme of activities. Currently there are regular maths, English and employability sessions available to young residents, delivered as one to ones and in small groups. Skills tutors are using flexible and innovative methods of delivery to support young people that were unable to achieve GCSE maths and English at school but require these to successfully progress into further education, apprenticeships, and sustainable employment. To date, this engagement has led to 2 young people being entered to sit functional skills exams, with others set to follow.

With final fit out recently completed, 54 Corker Walk has begun hosting English for Speakers of Other Languages (ESOL) classes, delivered by the Adult Community Learning team.

Enabling – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Design and deliver capital programmes to build or refurbish key community spaces such as adventure playgrounds, We are Cally, Whittington Park CC, Barnard Park, Toffee Park, Fairer Together hubs, and schools
- Explore socially productive use of land to develop ways to use the farm for local communities
- Explore how we can use 'meanwhile space' more effectively to support our residents and capitalise on the opportunities arising from public demand for more spectacle and leisure services.

OBJECTIVE 5: CHALLENGING INEQUALITIES

Setting up our Fairness Commission in 2010, we were one of the first boroughs to recognise that inequality and social injustice plays out in many ways that require many different approaches to address them. Local residents face both complex and multiple social, cultural, political, and economic challenges. From health and housing to education and employment, we see vast disparities in the outcomes experienced across the borough.

Since then, equality has been embedded across our strategies, priorities, and work programmes, enshrined not just in a corporate [Challenging Inequality Strategy](#), but in all our work. We have a responsibility and deep commitment to ensure that no-one is held back by discrimination, unconscious bias and prejudice related to age, disability, gender reassignment, marriage and civil partnership, maternity and pregnancy, race, religion or belief, sex, sexual orientation or socio-economic circumstance.

The Black Lives Matters protests, alongside the disproportionate impact of the pandemic on our ethnically marginalised communities, have underscored the systemic inequalities that continue to exist in society. The epidemic exacerbated challenges already facing the borough including an ageing population, digitalisation, and the rise of insecure work in the gig economy. Declaration of a climate emergency has also concentrated minds on the need to take urgent action so that everyone, now and in the future, can enjoy a good quality of life within the ecological limits set by living on a finite planet.

The UK's exit from the European Union presented new economic challenges in the form of labour market and supply shortages. It has also emboldened a small minority to unleash a toxic discrimination that has resulted in a 15.2% rise in reported racial hate crimes against ethnically marginalised residents in Islington in one year.

We know these inequalities are not new. It is essential that we acknowledge and address long-standing structural disadvantages as they change shape. Our Community Wealth Building approach must be built on a solid foundation of social justice and tackling the structural inequalities which exist in our economy and society. While there are nine protected characteristics defined in the Equality Act 2010, if deep and sustainable change is to happen, we must consider and address the inequalities that are specific to Islington, such as wealth inequality and low educational attainment. We recognise the need for tailored packages of support to provide residents with the opportunity to achieve their potential. We want to make the most of our assets for the benefit of community groups, opening up spaces and resources for all residents to thrive.

Objective

In this context, our objective is **to tackle and remove systemic economic barriers towards a more equal Islington**. We will do this by:

1. **Targeted:** Tailoring skills and employment support for disadvantaged groups including those from ethnically marginalised communities, those with disabilities, parents and young people.
2. **Enterprising:** Nurturing and supporting more people from under-represented groups to start-up businesses, survive and thrive
3. **Rebalanced:** Using our financial leverage and resources to create and promote a more diverse supply chain and advocate for a local and regional economy which works for all local people, communities and businesses.

Targeted – why this is important to us and what we are already doing

Written just before the COVID-19 crisis, the [Runnymede Trust's Colour of Money](#) report (2020) outlines the extensive economic inequality faced by people from ethnic minority groups, some of whom are more likely to face higher unemployment rates and 'occupational segregation' in low-paid jobs with less opportunity to progress. The report outlines how much of this economic inequality is affected by the labour market, where some groups have lower employment rates and wages and higher unemployment rates, and there is 'occupational segregation' in low-paid, poor progression jobs.

The [Doreen Lawrence Review](#) also paints a similar picture: ethnically marginalised have been faced with more precarious employment, less accessible education, and worse housing conditions. [Inclusion London](#) has reported that Disabled people are experiencing increasing levels of psychological distress, workplace discrimination and unequal access to health care.

In 2021, we commissioned London Metropolitan University to conduct a research project to identify the levels of unemployment among different ethnic groups living in the Borough and the extent to which existing employment services in the Borough support specific ethnically marginalised communities.

Previously, it has been difficult to accurately assess, and respond to, the employment support needs of specific ethnically marginalised communities in Islington because the available data groups the population into large, general 'BAME' cohorts. However, these general cohorts comprise several sub-groups, each with different experiences and needs.

The research project found that many residents are not accessing employment support provided by the Council. Most were unaware of the services, and many expressed mistrust of employment organisations based on their experience of using Job Centres. Some of the other key barriers identified in the focus groups included:

- **Experience of poor and worsening working conditions and pay** – most older Algerian, Bangladeshi and Somali participants worked or had worked in a narrow range of poorly paid jobs with poor and worsening conditions. Many talked of the impact of COVID on jobs in the hospitality sector, and of worsening conditions in a range of jobs and sectors including retail, restaurants and mini-cab driving. Many of the older men and women had no qualifications, low levels of English language skills, low levels of digital literacy and many had serious health conditions. Many people in these groups are confronted with a range of barriers to accessing work.
- **Language** – was a major barrier to employment for many especially older Bangladeshi, Somali and Algerian residents. The lack of English language skills was strongly linked to another major barrier, that of digital literacy, especially with the shift to on-line provision of classes and services during the COVID pandemic. Digital literacy depends of fluent English language skills. The lack of such skills was identified as a major barrier to accessing and navigating online services, taking part in courses and completing job applications.
- **Lack of skills and qualifications** – many women identified a lack of relevant or out-dated skills as a barrier to accessing work. Many older generation men and women in all focus groups, especially Somali, Bangladeshi and Algerian residents, had no qualifications. Again, this correlates with the quantitative data analysis. The iWork engagement data highlights that Somali, Eritrean, Caribbean, Bangladeshi and White British residents have the lowest levels of educational attainment and qualifications. A further key factor highlighted in the Pakistani focus group was the lack of recognition and the downgrading of qualifications gained overseas.
- **Low confidence and aspirations** – all of the above factors fed into low levels of confidence and aspiration for many residents, particularly older ones. Particularly in the Bangladeshi and Algerian focus groups participants were looking for a narrow range of low

skilled and low paid work. This reflects past experiences, including of racism, shaping their aspirations.

The key recommendation was that the Council seeks to build trust and raise the visibility of services by locating employment services in locations that communities use, and in which they feel comfortable. The report also set out a series of sub-targets for different ethnic groups, to track our performance in supporting those most disadvantaged by the Islington economy.

Similarly, in 2022, we again commissioned research from London Metropolitan University, to examine two key issues: a quantitative analysis of economic inactivity and employment to identify both the levels of unemployment among people with disabilities but also whether there are people with particular disabilities and long-term health conditions who suffer more from unemployment, and secondly, a series of focus groups with those groups of people with particular disabilities to further investigate the barriers to employment they experience.

Perhaps unsurprisingly, the key barrier to emerge across all of the focus groups was unfair treatment and discrimination both in trying to get a job and when in the workplace. The issues highlighted time and again were a lack of awareness and support by employers in the workplace and associated issues of stigma, stereotyping and ignorance concerning people with mental health conditions, neuro-diverse people, people with learning disabilities, deaf people and people with visual impairment in particular.

For many participants, a major concern and barrier was how getting a job will affect their benefits. In particular, people with learning disabilities or people with mental health conditions returning to work after a gap in employment, may need to try work in more than one workplace before they find something which suits their needs and are fearful of the impact this will have on their benefits.

The research also highlighted the experiences of many participants of having access at best to low paid and low skilled employment. While this results in feelings of low confidence and expectations it also has the effect of pushing people with disabilities, sensory impairments and health conditions into poverty and many of the participants found themselves struggling with the cost of living.

As a result of both research projects, we are developing an employment service community outreach strategy which will include all employment support service providers operating within the Borough and seek to refine our targets by introducing new sub-groups which have particularly high levels of unemployment, and issues with accessing the jobs market and low levels of engagement with the Council's employment services.

Residents are being supported through targeted employability programmes to boost career prospects and prepare them for careers in tech, paid internship programmes with tech start-ups, and enterprise programmes that support people to start or grow their own businesses. Community outreach by a dedicated officer has helped to build a pipeline of residents for these opportunities.

Community Wealth Building in action

[Photo available + needs name of client]

"I moved into Islington about five years ago, I was always at home sometimes helping doing volunteering for my local church. Being a single mum of two I wanted to ensure I could help my children.

I met Selina at Choices – a community advice project in Archway where Selina does outreach work once a week. Selina introduced herself and told me about the different courses I could access and my employment opportunities. I was excited and we signed up to the ACL courses.

I did my assessments for Maths and English and my results were better than expected, so I started at English level 1 and Maths entry 3. I passed my English exam in March and have started Level 2.

I also joined the community sewing class, which I have now completed and made two skirts. I am making a shirt this term and thoroughly enjoying it. I completed a 4-week digital skills course for beginners, and I am currently doing a drop-in session for a computer skills gadget workshop.

By doing all these courses I am upskilling myself and this is building back my confidence. Selina has helped me in more ways than I can express, and she is always at the end of the phone if I need to talk to her. She has been a great help.”

Targeted – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Roll out Year 2 of sub-targets for different ethnic groups, to identify areas of improvement across more providers in the Islington Working Partnership
- Develop a new set of sub-targets for people with disabilities, to better target those groups who are most disadvantaged as a result of their disability or long-term condition
- Enhance community outreach to target sub-groups through the Islington Working Partnership and new collaborations with representative groups
- Design a multi-borough programme to promote social inclusion in the life sciences sector

Enterprising – why this is important to us and what we are already doing

In 2019, a survey found that nearly half of the respondents in Islington owning micro and small businesses fashion thought that their businesses would not be operable in three years' time compared to only 20% of tech and professional businesses. These businesses were disproportionately owned by people from ethnically marginalised communities and women.

We also found that people from ethnically marginalised communities were more likely to be working in businesses in trades like hospitality that have been hit hard by the pandemic. In response we have set up a business support programme, led by experts the Action for Racial Equality which is targeted at underrepresented entrepreneurs and minority owners and provides a dedicated network and tailored training resources to promote and develop their businesses.

In its report [Alone together: Entrepreneurship and diversity in the UK](#) (2020), the British Business Bank highlighted the persistent disparities in business outcomes for business owners from ethnic minority backgrounds. They noted that after starting a business, Black business owners have median turnover of just £25,000, compared to £35,000 for White business owners, and only half of Black entrepreneurs meet their non-financial aims, compared to nearly 70% of White entrepreneurs. Female entrepreneurs from ethnic minority backgrounds experience the biggest disparities. Access to finance, deprivation, education, and under-representation in senior workforce positions partially explain these disparities. However, the report notes that systemic disadvantage appears to play a role.

In an economy like Islington's, this is an enormous, missed opportunity in terms of talent, innovation and enterprise. To begin to support under-represented entrepreneurs, we invested £300,000 in a programme run by our partners at [Action for Racial Equality](#) (ARE).

The programme was commissioned as part of Islington Council's aim to address the impact of the pandemic on borough-based minority owned businesses and in recognition of the additional barriers and challenges faced by them. The programme provided culturally appropriate support to ethnic minority owned businesses in Islington. The project started in October 2021 and ran until November 2022. As a small pilot, it supported ethnic minority owned businesses, offering one-to-one business advice sessions tailored to individual business needs as well as masterclasses and peer mentoring.

In addition, with ARE we ran an Inclusive Entrepreneurship Programme which supported early-stage entrepreneurs in Islington from underrepresented groups, including those from ethnically marginalised backgrounds, female entrepreneurs and disabled entrepreneurs. The entrepreneurs were offered seed funding grants up to £10,000, as well as other business incubation services and networking events.

Similarly, we invested £200,000 for a training and development to help businesses adopt circular economy practices, with a focus on female and minority-owned businesses. It was delivered in partnership with ReLondon (formerly London Waste & Recycling Board) – a partnership of the Mayor of London and London's boroughs to help reduce waste across the capital and transition to a low carbon circular city. Of the 23 businesses who received grants, 50% were led by Black/Asian/minority owners and 50% were female-led. The main sectors were in food, textiles, tech, electricals, plastics, including hairdressers, dry-cleaners and furniture upholsterers, as well as a 'borrow-and-return' lunchbox scheme for local workers – installing bowl pick-up stations in more workplaces across Islington and work with Islington markets to reduce single-use takeaway box usage.

All of these programmes targeted local communities to ensure that the economy of Islington is accessible to all entrepreneurs.

Community Wealth Building in action

[Photo available]

Girasole Italian Café is a high street staple in Finsbury Park. Owner Eglel Gomma is passionate about reducing waste and finding more sustainable solutions to operate her business.

Delivered in partnership with ReLondon, the scheme gave Eglel and twenty-three other small local businesses finance and support to reuse and recycle, save money and help move Islington closer to being carbon net-zero.

Eglel used her grant to buy a milk dispenser, replacing 175 plastic bottles of milk with just nine dispenser bags per month – a huge reduction in plastic waste. She also installed a refill station for dry goods, enabling her to bulk-buy and further reduce packaging through her supply chain, and virtually eliminate single-use packaging for her customers. Eglel's customers eliminate packaging altogether with refillable glass jars and a bring-back scheme.

Eglel is also exploring other waste-reducing measures including putting coffee waste to good use, working with another grant recipient, Junee on a reusable lunchbox scheme, replacing plastic containers with glass, and refashioning oat milk tetra-packs into coffee cup holders – a fantastic innovation to reuse a hard-to-recycle material!

Girasole has so far achieved 73% reduction in waste (30 bags of waste to eight, an 88kg reduction), and disposal costs (£75 down to £20 per month) per month, as well as 175 plastic milk bottles replaced with nine dispenser bags.

Enterprising – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Develop further opportunities on the high street and through street markets to promote and support Black and ethnic minority-owned businesses to grow and thrive in the borough.
- Enable and support more people from under-represented groups to start-up businesses, survive and thrive, for example through a business support programme for underrepresented entrepreneurs and minority owners via a dedicated network and applicable training resources.

Rebalanced – why this is important to us and what we are already doing

High-tech, creative, 'knowledge' businesses drive much of the UK economy. London's tech sector is growing more than two and a half times faster than the UK average, and contributes £184bn to the British economy. Within easy reach of Islington are a number of globally important economic clusters at: Tech City; the Knowledge Quarter; and Med City at Whitechapel. These hubs of economic dynamism are strategically important to London and the UK, growing more than 2 ½ times faster than the UK average, with the digital tech industry alone contributing £184bn to the national economy – a magnet for global talent. However, the vast knowledge economy remains disconnected from its neighbouring diverse communities, many of whom experience some of the starkest contrasts in wealth and are marginalised from the benefits of this thriving economy:

- More than 33% of tech board members and 31% of senior executives attended private schools compared to just 8% of the UK as a whole.
- In the UK, for every £1 of venture capital investment, less than 1p goes on all-female led teams.
- Only 1 in 9 senior leaders in tech come from an ethnically marginalised background despite these groups accounting for over 40% of London's population.
- The proportion of female directors in tech has not changed for 20 years.

We know that an economy that leaves people behind cannot be called a success.

Often jobs obtained by local residents in this growth sector are low-paid, insecure jobs such as security and catering. People from ethnically marginalised backgrounds, women and people with disabilities are significantly underrepresented in higher paid jobs, while businesses are missing out on the creative and commercial advantages that true representation offers. Businesses want to reach out to this talent pool, but often just don't know how to do this.

To begin to address this, LIFT (Leading Inclusive Futures through Technology) was launched in March 2021 as a partnership between the London Boroughs of Islington, Camden, Hackney and Tower Hamlets. The four-year programme aims to build a more inclusive knowledge economy, helping residents to get jobs and training in tech, digital, creative and sciences, and supporting businesses and start-ups in these sectors to launch and grow. It is the first such scheme in the UK to focus on the thriving 'knowledge economy', and focuses on developing the talents of underrepresented residents, especially women and ethnically marginalised communities.

All four councils share an ambition to reduce inequalities and create an inclusive economy, where wealth is fairly shared. In an innovative cross-borough collaboration, LIFT seeks a system change – to address the barriers for local residents and businesses by increasing awareness of good jobs, helping with practical job application skills, supporting entrepreneurship, enabling business outreach into schools and improving access to affordable workspace.

Over the first 2 full years of the programme, over 70% of the start-ups supported by LIFT have been female led startups – 90 in total, including:

- DataForm Labs, an architectural robotics company driving innovation in the construction industry that is looking to raise significant investment
- Yosanie, a marketplace for Tik Tok scripts
- Mozzie Cozzie, an online sustainable travel clothing company.

Equality, diversity and inclusion is also a strength of the social economy. 54% of social enterprises are led by women and 30% by people from ethnically marginalised groups. A co-op is any trading enterprise that's jointly owned and democratically controlled by its members, with the purpose of meeting their shared needs, on the basis of a universally agreed set of co-op values and principles.

Through our partnership with Co-Operate Islington – a new co-operative development agency based in one of our affordable workspaces – we have supported a number of minority-led co-operative businesses including Empowered Talent – a workers’ co-operative talent and training agency, which has an ethos of enabling disabled performers to achieve their goal of working as professionals in a notoriously difficult and image-oriented industry. It was founded by three professional artists based in North London, who described the business development support from Cooperate Islington as being “monumentally helpful!” Co-operate Islington will continue to develop worker-owned businesses in the borough, with a priority to increase the diversity of ownership.

Additionally, through our network of Affordable Workspaces, we expect operators to maximise delivery of social value for local under-represented groups e.g. providing jobs, training or support for new entrepreneurs. By embedding this in their contracts, they are measured on their delivery of reaching under-served communities.

Finally, we want to ensure that those we commission to deliver goods and services are promoting diversity and equality throughout the supply chain. MSDUK is the UK's leading supplier diversity advocacy organisation and produced the important [Minority Businesses Matter](#) report. One of its core recommendations is that public sector bodies should take the lead in integrating supplier diversity into their procurement strategies, including the tender and contracting processes. We will introduce and embed robust guidance and criteria on the need to actively promote equalities which will be part of our assessment in awarding contracts. This is a complex area and we are actively researching how we can meaningfully ensure that our own supply chain demonstrably contributes to re-balancing participation in the economy.

Community Wealth Building in action

[Photo available]

Leading Inclusive Futures Through Technology (LIFT) is a programme led by Islington in partnership with Camden, Hackney, and Tower Hamlets, helping residents from underrepresented backgrounds to get jobs and training in tech, digital, creative and sciences, and supporting businesses and start-ups in these sectors to launch and grow.

Since March 2021 LIFT has supported over 70 Islington residents into jobs, apprenticeships, and paid internships, in roles such as Software Developer, Graphic Designer and Automation Engineer, while over £500k of investment has been raised by local business start-ups.

Regular outreach events help to raise awareness of the opportunities in these thriving industries, bringing community partners such as Hillside Clubhouse together with businesses like Google, and hosting community meetups at affordable workspaces including Better Space and Space 4.

S is a 22-year-old resident who completed a 10-week Video Content internship at a local creative design agency, with additional training provided by City University. Upon completion of her internship, S was offered a permanent role as a Social Media Executive with the same employer. S says: “When I heard I had got the position I was very happy and knew I could learn a lot from it. The support I have received from LIFT has been amazing. I have access needs – I am deaf. I knew that to work in a team with lots of people that I would need some accessible equipment. LIFT supported me to apply for Access to Work funding for equipment, and to get a digital notetaker during the learning sessions, which made a huge difference to my placement. Because of this, I was able to fully be part of the team, communicate with fewer barriers and work as well as everyone else.”

Rebalanced – what we plan to do next

There is more that we can and will do. Through this Community Wealth Building strategy, we will:

- Lead on the delivery of the cross-borough Boosting the Life Sciences Social Economy project which aims to grow a local social economy that is community-driven and actively addresses entrenched health and wealth inequalities
- Ensure that those we commission to deliver goods and services are promoting diversity and equality throughout the supply chain.
- Build a diverse supply chain through our choice of procurement frameworks for commissioned works
- Develop an incubator programme for female founders and founders of colour to innovate in the Net Zero Carbon sector.

OBJECTIVE 6: ANCHOR INSTITUTIONS

Community Wealth Building is about developing a more inclusive local economy that works for everyone. While we have resources and the ability to influence and bring about change, we are stronger, can do more and can go even further if we work in partnership with other local organisations. These organisations may be like us, in terms of size, areas of work, the number of employees or the types of assets available to them, or they may have access to communities or assets that we do not.

There is a strong tradition of shared endeavour and partnership working across Islington. There is considerable goodwill in Islington across all sectors to work together to meet the challenges of inequality in all its forms, and many of these organisations have an established, strong track record in collaborating to work in the interests of local people. Marginalised communities and local small businesses are vulnerable to dealing with the social and economic crisis. The case for Community Wealth Building and the need for concerted, joint action via an Anchor Institution Strategy is always strong and we are reminded of this fact when crisis strikes be it due to pandemics, global wars, financial crises, or Brexit.

There is considerable goodwill in Islington across all sectors to work together to meet the challenges of local inequality, and many of these organisations have an established, strong track record in collaborating to work in the interests of local people.

Anchor institutions are typically large, locally rooted organisations that are here to stay. They employ a lot of people, wield significant purchasing power, and own or manage buildings and land. The way they do each of these things makes a significant difference to local communities.

And – importantly – they all have a stated mission to improve the lives of those living in their locality.

Anchors are local authorities, hospitals, universities, housing associations and large private sector organisations with headquarters in a locality. They have a fundamental role to play in shaping Islington's future, generating more opportunities and wealth for local people and businesses, and creating a fairer borough.

Together, we spend billions of pounds on their buildings and estate and on the purchase of goods and services. We provide job opportunities for thousands of people and provide a range of services including health, care, further and higher education, employment, environmental and consumer services for residents in Islington.

Islington's economy features a number of businesses able to individually function as anchor institutions, and we have two strong BIDs with the potential to function as 'mini networks' with a collectively important impact.

Size is not everything. Many local community organisations fulfil a vital role as 'community anchors', equally being here to stay and connecting local communities to support and opportunity.

Even before the idea of Community Wealth Building and Anchor Institutions were formally adopted, we had already delivered benefits with our partners. The Islington Anchor Institutions' Network is building on this track record through interventions such as:

- The Health and Social Care Academy, which brings an increasing number of local partners together to shape and own a cross-organisational employment strategy delivering 100+ new jobs per annum & apprenticeships, as well as developing pilot projects to retain more adult social care expenditure within the local economy and exploring new opportunities on the net zero carbon agenda

- The London Living Wage (LLW) Action Group, which helped us secure LLW Place Accreditation for the borough bringing together a strong cross-sectoral platform of businesses and organisations committed to promoting fair pay and good work for local residents
- Businesses for Islington Giving Alliance (BIG Alliance) was set up in June 2012 by Islington Giving, Macquarie Group and the East London Business Alliance (ELBA) and strengthens links between businesses and community organisations and educational institutions across Islington, supporting meaningful community investments for businesses involved in doing good.

However, we all recognised the collaborative advantage of working more closely to tackle the complex drivers of poverty and inequalities in the borough. Building on the work of pioneers such as Manchester and Leeds, we have deepened our work with anchors.

Through the Anchor Institutions' Network, we are working collaboratively to make a greater impact and deliver a shared ambition. Our shared aim is to make a positive and material impact on tackling economic inequality and other barriers to engagement faced by too many of the borough's residents and local businesses.

Our anchor network is composed of three different types of institution:

- **Core:** organisations with the largest local footprint as employer, purchaser and landlord, and willing to commit to shared targets from the outset
- **Associate:** key local partners willing to make specific contributions and to act as vocal supporters, potentially becoming core members over time
- **Community:** smaller but vital local organisations, including voluntary, community and businesses, who make significant contributions at a local level and are key anchors in local communities.

We have started work with ten core organisations, but plan to continue to expand the collaborative work that we can do with a wide range of organisations in the borough. Over time, this work will continue to develop and deliver real benefits for local people and businesses.

From a governance perspective, the core anchors meet twice a year to review progress against agreed targets. The whole network comes together in an annual meeting to launch an annual report and celebrate success and impact.

Our approach to governance is therefore nimble and sufficiently agile to allow us to keep track of progress and maintain collective ownership of a shared ambition, but not to create unnecessary pressures on top of each anchor's day to day activity. Sitting beneath the core governance arrangements, an 'engine room' drives forward the more detailed activity that underpins delivery of committed targets.

Objective

In this context, we will **collaborate with like-minded, local organisations to harness our employment & purchasing power and assets for the benefit of residents and local businesses**. We will do this by:

1. **Employ local:** Adopting progressive policies on recruitment, pay & conditions and careers to fully harness the talents of our local workforce and future generations
2. **Buy local:** Actively supporting existing and emerging local businesses to deliver affordable, quality goods and services thereby maximising local social value and wealth creation
3. **Lead locally:** Managing and developing buildings and spaces to create accessible, sustainable and better assets and places.

Employ local – why this is important to us and what we are already planning

Good jobs lie at the heart of an inclusive economy, lifting people out of poverty. The anchor organisations in Islington offer a huge range of employment and career opportunities for local people – with good pay, security and opportunities for progression. For that reason, we want to make sure that as many of those jobs as possible are open and accessible to Islington residents.

Over the last six months, a group of HR senior officers from the anchor institutions have been meeting to share common challenges. Together, we have agreed a wide-ranging programme which will:

- Develop and implement a programme of best practice in relation to diversity, inclusion, and local recruitment

We will map all the innovative programmes and examples of good practice that are currently happening within individual Anchor Institutions e.g., Coaching offer at City University, Autism programme at Whittington NHS. From the mapping we will identify 2-4 programmes to review and present with a view to broadening a number of these across the whole network.

We will also compile a programme of short placements or insight days that are offered by the network and agree a way of managing these e.g., online platform. In offering the placements we will target residents that are under-represented in the host team/work area.

Recognising the good practice in the health and social care academy, the group will also seek to identify if this approach to recruitment could be replicated in other areas of the network.

We will share internal training opportunities for staff across the anchors network – particularly training that relates to good practice in relation to equality and diversity. This will include an Islington Anchor Institutions' Network of managers (including manager of services that are doing including work) to share research, good practice and information.

Other innovations will include: support for T-level qualifications (which require employment input to run); the rollout of Multiply – a bespoke adult numeracy programme; and, examine the feasibility of setting up a kickstart-style scheme that helps disabled people get jobs with us.

- Simplifying the recruitment process and making it easier for residents to get jobs with us

We will simplify our advertising and recruitment process across the network and make it more accessible by establishing a peer-to-peer forum for recruitment staff in Anchors who are involved in reviewing recruitment processes, re-procuring recruitment management systems. On individual Anchor jobs pages, we will insert links or information that direct jobseekers to also look at other Anchors' jobs pages.

We also plan to develop a generic entry-level role that gets residents into the network (e.g. multidisciplinary team officer).

- Develop strong connections to local communities colleges and schools

We will also develop clear, well-understood links between businesses and colleges, as well as co-ordinating our links with schools using the '100 hours World of Work' programme. We plan to relay information about our recruitment to local communities using public events like jobs fairs, newsletters and links with partners, community hubs and youth centres.

- Co-ordinate levy transfer and maximise its use

As anchors, it is vital that we maximise the apprenticeship levy to the benefit of local people and organisations. We will work as a partnership to eliminate instances where funding is underused because of eligibility criteria by collating single document that lists levy transfer criteria for all of the

Anchors. We will also put in place a series of information events that link Anchors and businesses interested in taking on apprentices. Businesses can be targeted through business forums such as the BID, town centre groups, and as tenants of affordable workspaces.

We will also focus on increasing the number of new apprenticeships as opposed to upskilling existing employees.

- Data analysis and strategic planning

Together, we will map staff shortages and growth sectors, identify skills gaps, agree competencies and develop response through the analysis of borough data on roles/opportunities and where the skills gaps are. We will also use the analysis of data from individual anchors about current and future skills need (recruitment analysis, agency analysis, diversity of successful and unsuccessful applicants – if possible). Supported by London Met University, we will carry out data analysis to identify local systemic challenges and target action at these.

Buy local – why this is important to us and what we are already planning

As individual anchor institutions, we each spend millions of pounds purchasing goods and services every year. We also know that integrating social value into procurement is one of the best ways to tackle poverty in Islington. We each do this separately to varying degrees, but we recognise that by adopting a systematic, collaborative approach to procurement, we can achieve much more.

As a task and finish group, senior procurement officers met to determine a shared programme of work – where there would be added value in collaboration. Over a period of six months, they agreed the following set of activities for implementation over the next 2 years:

- Social Value Objectives

Each Anchor Institution's overall procurement strategy will include social value and we will commit to paying the London Living Wage (or UK Living Wage for jobs outside of London). We will ensure social value forms part of their governance decision making requirements at every stage in procurement and produce an annual review of social value delivered.

- Social value good practice

We will share case studies on lessons learnt amongst Anchor Institutions that are already on the journey and share learning around award criteria and assessment with other Anchor Institutions.

We will also work together to ensure that effective supplier relationship management guidance is in place between Anchor Institutions and their supplier base for delivery on social value. We will also market the Islington Construction Directory internally to client commissioning officers and externally to main providers of the individual Anchor Institution.

- Procurement Processes

All tenders will include social value in specifications, terms and/or evaluation criteria and weighted as at least 10% as part of tender scoring for all Anchor Institutions with a view to adopting higher percentages where possible. We will also review our procurement processes to assess barriers to entry by local businesses / SMEs and come together to discuss potential common options to reduce barriers for local businesses.

- Building a network that promotes local small businesses

We will support and enable local suppliers to understand Anchor Institutions' procurement processes and bid collaboration culture, for example, by hosting networking events for local suppliers, anchors and their large contractors/suppliers to build business networks. Similarly, we

will develop an approach that encourages Tier 1 suppliers to set up training sessions for their subcontractors e.g., at Tier 2 and / or Tier 3. We plan to add coding to our systems in order to easily identify local suppliers with whom we spend money.

We will also promote prompt payment of local SMEs and ensure any undisputed invoice is paid within a reasonable timeframe e.g. 30 days.

- Progress social and economic growth

We will increase employability opportunities (e.g. apprentices and work experience) in tendered contracts and by working with Tier 1 suppliers to deliver that deliver social value and measure it (e.g. by TOMS or alternate method used by the Anchor Institution). We will also develop a plan to identify and support key growth areas where local businesses may have a competitive advantage to secure local contracts and deliver social value e.g., Green Economy.

- Environment and Sustainability

In light of the declared climate emergency we will consider whether the target to be net zero carbon by 2030 is relevant on tendered value contracts and if so, adopt where applicable e.g. award criteria, specification etc.

Lead locally – why this is important to us and what we are already planning

We know there is a strong and dependent link between Community Wealth Building and net zero carbon, examples including taking advantage of the green economy, building targets into procurement activity, and working together to make our buildings energy efficient.

Achieving net zero carbon emissions is a complex ambition that can only be addressed through collaboration, analysis, testing and learning – and collective leadership.

Again, a group of senior officers met across the anchors and have developed an action plan. To deliver this comprehensive programme of work, we will share funding opportunities and explore opportunities for joint bids, to ensure that Islington as a whole benefits. The programme includes:

- Carbon Targets and Offsetting

We will explore use of GHG Protocol Framework as agreed monitoring approach for all partners. We will agree a Statement of Intent for carbon reduction based on the group's carbon targets and a monitoring cycle. We will share current/potential carbon offsetting approaches; inc the Knowledge Quarter's Community Carbon Offsetting model (Camden Future Neighbourhoods project) and explore the potential for further Carbon Offsetting Projects.

- Communications and Engagement

We have piloted a partnership campaign for Earth Day (April 2022) and plan to explore further development of joint branding and communications messages, including a communications plan for 2023-25, with a joint budget and resources plan.

- Efficiency / Decarbonisation of Buildings

We will establish an information sharing forum for estates improvements to share best practice and innovation in retrofit technologies and approaches. Importantly, we will contribute to Islington's NZC Supplementary Planning Guidance on retrofit.

Together, we will map an anticipated pipeline of retrofit work to identify opportunities for collaboration (joint procurement; supply chain demands; place based initiatives) and develop a joint procurement plan for retrofit where appropriate.

- Transport

We will hold a Strategic Transport workshop to scope opportunities for co-ordination of transport infrastructure, and travel plans, including freight/last mile deliveries and active travel infrastructure (bike hangars, cycle lanes). We will share plans for installation of EV charging points and explore opportunities for co-ordinated approach to installation and maintenance. Explore further vehicle to grid opportunities. We will also develop a co-ordinated plan for active travel communications, support and training and develop a joint transport/travel plan for all our transport needs.

- Sustainable and Affordable Energy

We will share information on Renewable Power 4 London programme and information on Heat Network opportunities in Islington/North London (BEIS funded feasibility study). We will also collaborate on LBI's Decentralised Energy Masterplan / Local Area Energy Plan and explore the potential for a joint energy procurement/PPA approach.

As an innovation, we will explore the potential for peer-to-peer energy sale (to divert excess generation, e.g. academic holidays).

- Green Economy

We will develop a skills and supply chain requirements plan based on collective property development and retrofit activity.

- Natural Environment

We will share information on tree planting and biodiversity activities and, where appropriate, jointly promote .e.g. ReWild My Street (LondonMet); Urban Cultivate (City Uni); AllotMe (Peabody); LBI Greener Together

- Waste and Recycling

Finally, we will develop joint campaigns on reducing single use plastic and recycling and repair.

Community Wealth Building in action

[Photo available]

To mark Earth Day in 2022, Arsenal and Islington Council joined forces to host events to help local people lower their carbon footprints and save money.

Ahead of the men's first-team match against Southampton, supporters had the opportunity to donate their old boots and trainers to local schools – helping to ensure that they find a new home, instead of going to waste. Arsenal also have boot and trainer collection points in place at Highbury House, at the Arsenal Hub, and at their London Colney training centre.

On Earth Day itself, people across the borough were invited to bring their sportswear and equipment – including footballs, cricket bats, tennis racquets and more – to be swapped or upcycled at the Arsenal Hub, in the shadow of the club's world-famous Emirates Stadium.

A series of events – including bike repair workshops around the stadium – marked the start of the "Go Zero" campaign, where Islington Council and its partners promoting the ways that local people can lower their carbon footprint.

CONCLUSION

Community Wealth Building is about developing a more inclusive local economy that builds upon the excellent work taking place across the borough. The aspiration to do it better is clear – from building support for residents to improving education and skills, building ‘Social Value’ into more of our own work programmes, to ensure residents and micro and small businesses are supported to stay in the borough and contribute to a thriving local economy.

However, we can always do better and, more importantly, **we want to do better**.

We stand by our progress and our commitments that we want to make Islington a place where everyone, whatever their background, can reach their potential and enjoy a good quality of life.

For this strategy to be a success, Community Wealth Building must be embedded in all of the council’s mainstream work programmes and is a key feature of the Council’s Corporate Plan. Its inclusion in Islington Together, the Economic Wellbeing Strategy, Procurement Strategy, Local Plan and Challenging Equality Strategy is proof of our commitment to this important area of the council’s work, as well as the role that all our services, in partnership with Anchor Institutions, will play in delivering success.

Appendix 1: Performance Matrix

Economic Wellbeing: Tackling systemic poverty and inequalities in the labour market, and building skills and opportunity for a new economy			
Sub Objective	What we measure	How we measure it (Key Performance Indicators)	Success Measures (How will we know if we have made a difference in year 1?)
<p>1. Resilient: Providing a safety net to support residents in severe financial hardship, maximise income for vulnerable, low-income households and support residents to tackle problem debt and manage household finances</p>	<p><i>Tackling problem debt</i></p> <p><i>Income Maximisation</i></p>	<ul style="list-style-type: none"> • Number of Islington residents on Council Tax Support • Total additional benefits (£) secured for Islington residents through our Income Maximisation Team • Monetary value of Islington Childcare Bursary uptake with sub targets for employment or training outcome 	<ul style="list-style-type: none"> • Resident support scheme funding utilised effectively to maximise hardship funding across the borough • Developed and consulted on new Council Tax Support Scheme to be implemented from 2024/25 • Maximised income for residents, with a target of £6m, and broadened the role of IMAX to include money and debt advice • Implemented the PIP benefits calculator for IMAX and launched self-serve option on the council website
<p>2. Skilled: Creating clear skills pathways into work and support those already in work to upskill to find better or more secure jobs</p>	<p><i>Improving adult skills</i></p> <p><i>Promoting apprenticeships as a route into work</i></p>	<ul style="list-style-type: none"> • Number of unique learners enrolled on Adult & Community Learning courses, with sub targets for parents, disabled / long-term health conditions and from specific ethnic subgroups • Positive year end destination for learners, with sub-targets for • Number of Islington residents supported into Council Apprenticeships 	<ul style="list-style-type: none"> • An ACL curriculum that engages new learners from target groups and provides progression pathways. • An enhanced ACL offer which focuses on basic literacies (numeracy, English, ESOL, digital, job search) and complements the local FE offer • Delivered year 1 priorities set out in the Apprenticeship Strategy

		<ul style="list-style-type: none"> • Number of Islington residents supported into Apprenticeships with an external employer • % Council apprentices who move on to further employment or training within 3 months of completing their apprenticeships 	
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<p>3. Employed Reach residents most in need of employment support and, tackle precarious employment and lack of progression.</p>	<p><i>Supporting residents into paid work which is sustainable</i></p> <p><i>Increasing the proportion of disabled residents / people with long-term health conditions who are in work</i></p> <p><i>Organisations in the borough are fair employers paying decent wages</i></p> <p><i>Work with trade unions to encourage more people to become members, to secure</i></p>	<ul style="list-style-type: none"> • Number of Islington residents supported into paid work through council activity, with sub-targets for parents, young people, disabled / long-term health conditions • % residents supported into paid work through council activity, who remain in employment for at least 26 weeks • % gap between employment rate for residents with long term health conditions and overall Islington employment rate • Number of London Living Wage entry level jobs delivered through the Islington working partnership • Number of employers achieving London Living Wage Accreditation 	<ul style="list-style-type: none"> • 1,250 local people supported into good quality jobs • Strengthened support for those furthest away from the job market or face particular barriers such as single parents BAME residents and over 50s. • x more businesses to become LLW accredited
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	<i>their rights in the workplace</i>	<ul style="list-style-type: none"> • Number of Islington residents supported into jobs with council contracted suppliers • Number of Islington residents gaining apprenticeships with council contracted suppliers 	
Inclusive Economy: Ensuring our local economy is sustainable, socially just and enable thriving places, maximising opportunity for local residents and business			
Sub Objective	What we measure	How we measure it (Key Performance Indicators)	Success Measures (How will we know if we have made a difference in Year 1?)
4. Local: Unlock the potential of our local high streets, street markets and neighbourhood parades by helping business owners to prosper and creating vibrant, welcoming, safe, inclusive places for residents and visitors	<i>High Streets</i>	<ul style="list-style-type: none"> • Number of opportunities brokered through Inclusive Economy & Jobs • Number of Businesses that have been positively impacted by Inclusive Economy & Jobs 	<ul style="list-style-type: none"> • Increased Council spend within the local supplier base, and influence Anchor Institutions • Business support initiatives for Islington's Markets, including recommendations from the new Inclusive Markets Strategy delivered • External funding secured to animate high streets and support hyper-local economic programmes e.g. Creative Enterprise Zone • Traders' Associations developed to facilitate resilient local economies with a focus on responsible business practices
5. Prosperous Champion social inclusion in Islington's growth sectors, by	<i>Inclusive Growth Sectors</i>		<ul style="list-style-type: none"> • Support delivered for local entrepreneurs, SMEs and businesses through Affordable Workspaces social value commitments

expanding responsible, sustainable and inclusive business practices and sector strategies			<ul style="list-style-type: none"> • A baseline established to increase the number of SMEs securing contracts with local anchor institutions • Launch the local construction directory and expanded to other sectors to provide a wider local supplier directory
<p>6. Independent:</p> <p>Helping grow Islington's small and micro business community by connecting them to opportunities and supporting wider ownership through cooperatives and social enterprises.</p>	<p><i>Co-operatives, social enterprises and democratically owned businesses</i></p>		<ul style="list-style-type: none"> • Increase in the number of workers' co-operatives and social enterprises, as democratically-owned businesses

Progressive Procurement – Boosting and locking in wealth creation through the progressive use of local purchasing power			
Sub Objective	What we measure	How we measure it (Key Performance Indicators)	Success Measures (How will we know if we have made a difference in year 1?)
<p>7. Leadership:</p> <p>Shaping a supply chain that supports an inclusive economy</p>	<p><i>Supply chain</i></p>	<ul style="list-style-type: none"> • Percentage of suppliers from overall supplier base who are local • Percentage of expenditure with local businesses 	<ul style="list-style-type: none"> • Developed and implemented a new operating model for commissioning, procurement and contract management across the council to maximise value for money and social value from contracts • Implemented a new Contracts Register to improve contract management and performance and identify influence-able spend

			<ul style="list-style-type: none"> Developed and implemented a systematic approach to social value in contract management to ensure it is integrated into entire contract cycle
<p>8. Partnerships: Building long term partnerships with like-minded suppliers that deliver high quality services and social value for our residents, whilst offering value for money</p>	<p><i>Partnerships</i></p>		<ul style="list-style-type: none"> Developed and implemented an enhanced system for social value delivery Produced qualitative update on delivery of social value, and developed a pilot for the quantitative measurement of major contracts using a social value solution Through the Supply Chain Practitioners Group shared knowledge gained from contracts to drive forward planning, cost controls and quality on others, thus improving commissioning Worked with Anchor Institutions to influence supply chains and deliver social value
<p>9. Community: Through active leadership and progressive supply chain partnerships, the council's supply chain will maximise economic, social, and environmental benefits to communities</p>	<p><i>Economic social and environmental benefits to communities</i></p>		<ul style="list-style-type: none"> Published main providers to support SMEs to be able to approach them directly to explore opportunities as sub-contractors Provided guidance to SMEs to help them understand Council requirements All tendered requirements included 20% social value

Social and Economic Infrastructure – Leveraging and developing the borough’s assets for the greater benefit of residents and local businesses			
Sub Objective	What we measure	How we measure it (Key Performance Indicators)	Success Measures (How will we know if we have made a difference in year 1?)
<p>10. Progressive:</p> <p>Uphold a local planning framework to maximise the development of affordable housing and workspaces in the borough, protecting our places, businesses, and local jobs</p>	<p><i>Ensuring an effective response to planning applications</i></p>	<ul style="list-style-type: none"> • Percentage of planning applications determined within 13 weeks or agreed time - rolling three months – Majors • Percentage of planning applications determined within 8 weeks or agreed time - rolling three months – Minors • Percentage of planning applications determined within 8 weeks or agreed time - rolling three months – Others 	<ul style="list-style-type: none"> • Adopted the new Local Plan, and the Net Zero Carbon SPD and update the Developer Contributions SPD
<p>11. Affordable:</p> <p>Deliver affordable homes and affordable workspaces to help local families and businesses to thrive, generating social value</p>	<p><i>Affordable Workspaces</i></p>	<ul style="list-style-type: none"> • Number of new homes for social rent secured through s106 agreements’ • Number of new council homes started on site • Number of affordable new homes (social rented or shared ownership) completed by the council • Number of affordable new homes (social rented or shared ownership) completed by Developers • Monetary value of social value derived through our Affordable Workspaces with sub-targets for women, disabled / long- 	<ul style="list-style-type: none"> • Secured more genuinely affordable workspaces across the borough to support local firms and new local enterprises • Roll out of Affordable Workspace Programme including 250 City Rd, Dingley Place and Regent’s Quarter and secure new spaces at 99 City Road and Moorfields • Lead delivery of new genuinely affordable homes including new library and GP surgery at Vorley Road and part new build and retrofit scheme at 173 Highbury Quadrant

		term health conditions and ethnically marginalised communities	<ul style="list-style-type: none"> • Successful completion of 6 schemes under construction including Dixon Clark Court and Windsor Street
<p>12. Enabling: Ensuring that our community and education assets are valuable spaces for everyone where they can come together, get skills, organise and participate in building a new economy</p>	Assets		<ul style="list-style-type: none"> • Development of a Strategic Asset Management Strategy

Challenging Inequalities – Tackling and removing systemic economic barriers towards a more equal islington			
Sub Objective	What we measure	How we measure it (Key Performance Indicators)	Success Measures (How will we know if we have made a difference in year 1?)
<p>13. Targeted: Tailor skills and employment support for disadvantaged groups including those from ethnically</p>		<ul style="list-style-type: none"> • Number of unique learners enrolled on Adult & Community Learning courses, with sub targets for parents, disabled / long-term health conditions and ethnically marginalised communities. • Number of Islington residents supported into paid work through council activity, 	<ul style="list-style-type: none"> • Maximised income for vulnerable groups through targeted, data-led Pension Credit and Disability Benefits take up campaigns • Implementation of the recommendations from LMU research into employment support needs for specific ethnically marginalised communities with targets for key groups

<p>marginalised communities, those with disabilities, parents and young people</p>		<p>with sub-targets for parents, young people, disabled / long-term health conditions</p> <ul style="list-style-type: none"> • % residents supported into paid work through council activity, who remain in employment for at least 26 weeks 	<ul style="list-style-type: none"> • Implementation of the recommendations from LMU research into employment support needs for Disabled people and those with long-term health conditions and set targets for key groups
<p>14. Enterprising: Nurture and support more people from under-represented groups to start-up businesses, survive and thrive</p>		<ul style="list-style-type: none"> • No of under-represented founders and start-ups supported through our Affordable Workspaces 	
<p>15. Rebalanced: Use our financial leverage and resources to create and promote a more diverse supply chain and advocate for a local and regional economy which works for all local people, communities and businesses</p>			<ul style="list-style-type: none"> • Increased spend with ethnic minority owned businesses through supporting them to apply for council contracts, in partnership with Islington's Anchor Institution Network

Anchor Institutions – Collaborating with like-minded, local organisations to harness our employment and purchasing power and assets for the benefit of residents and local businesses			
Sub Objective	What we measure	How we measure it (Key Performance Indicators)	Success Measures (How will we know if we have made a difference in year 1?)
<p>16. Employ local: Adopt progressive policies on recruitment, pay & conditions and careers to fully harness the talents of our local workforce and future generations</p>	<i>Jobs and employment</i>	Year 1 Baseline year – Key performance indicators to be developed	<p>Supported delivery of the Action Plan developed by the Jobs & Employment Working Group. Key themes:</p> <ul style="list-style-type: none"> • Developing a programme of best practice and innovation in relation to diversity, inclusion and local recruitment • Making it easier for residents to get jobs with us / simplifying the recruitment process • Developing strong connections to local communities, colleges and schools • Co-ordinated levy transfer work • Data analysis and strategic planning
<p>17. Buy local: Actively support existing and emerging local businesses to deliver affordable, quality goods and services thereby maximising local social value and wealth creation</p>	<i>Procurement</i>	Year 1 Baseline year – Key performance indicators to be developed	<p>Support delivery of the Action Plan developed by the Support Local Business (Procurement) Working Group. Key themes:</p> <p>Institution</p> <ul style="list-style-type: none"> • Social value objectives • Social value good practice • Procurement processes <p>Business</p> <ul style="list-style-type: none"> • Building a network that promotes local business • Incorporate businesses with a local company portfolio and/or presence into supply chain <p>Community</p>

			<ul style="list-style-type: none"> • Progress social and economic growth • Environment and sustainability
<p>18. Lead locally: Manage and develop buildings and spaces to create accessible, sustainable and better assets and places</p>	<p><i>Sustainable assets</i></p>	<p>Year 1 Baseline year – Key performance indicators to be developed</p>	<p>Key themes:</p> <ul style="list-style-type: none"> • Decarbonising our buildings • Sustainable Transport • Sustainable and affordable energy • Waste Reduction, Re-use, Repair and Recycling • Natural Environment • Skills, supply chain and procurement • Funding opportunities