

Social Value and Inclusive Economies: What works?

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How Islington is integrating social value

- Commitment within strategies
 1. Community Wealth Building Strategy
 2. Progressive Procurement Strategy
 3. Islington Anchor Institutions' Network
 4. Local Plan policy
 5. Affordable Workspace strategy
- Lessons learned

Community Wealth Building Strategy

Community Wealth Building

- Islington is a place of great inequalities, with added pressure of cost of living crisis
- Community wealth building is a place-based approach to lock in local wealth
- Goal:
A more equal Islington – a sustainable, inclusive, and locally-rooted economy, where wealth is fairly shared; people are supported into, and progress in well-paid, secure jobs; and assets and resources within the local economy create prosperity and opportunity for all.
- Fundamentally, it's about **local people and local businesses** – with a focus on social justice and tackling inequalities.





**LEVELLING THE
PLAYING FIELD? NO –
WE'RE TILTING IT!**

Our Community Wealth Building Strategy

Creating an economy that works for everyone



Working together for a stronger, fairer, more resilient local economy—now and for future generations.



Progressive Procurement Strategy 2020-27

Islington's Progressive Procurement Strategy

Adopted in 2020

For Islington, social value means:

- Including **explicit outcomes** – with at least **20% weighting**
- Working with suppliers who pay staff a **living wage**
- Responding to **climate emergency** – net zero, circular economy
- Developing **strong local supply chains**
- Influencing and collaborating with **key local partners**
- Contributing to the council's **100 hours of the World of Work**
- Advertising jobs on the **Islington Working Portal**
- Providing additional benefits to **local communities**

Defining social value: Islington's five themes

Employment

- Apprenticeships
- Work placements
- Training and development
- Terms and conditions

Youth and education

- World of work
- Careers events / mock interviews
- School visits / classroom events

Economy

- Local supply chains
- Promoting local offers / loyalty schemes
- Mentoring / upskilling local SMEs / VCSEs

Environment

- Fleet electrification
- Biodiversity schemes
- Volunteering programmes

Communities

- Community support
- Community events
- Public health initiatives
- Innovation

Islington Anchor Institutions' Network

Working with partners to drive social value

Anchor institutions

- Committed to collectively driving social value and sharing best practice
- Working group dedicated to supporting local businesses
- Sharing procurement pipelines to identify upcoming opportunities
- Bank of Asks - new tool in development for identifying local need across the borough and matching with social value offers from suppliers



Supporting local businesses - key achievements

1. Embedded common approach to **Social Value** across all procurement strategies
2. Shared **specific case studies** and knowledge on reducing barriers and supporting local and SME suppliers
3. Hosted 2x '**Meet the Buyer**' networking events for local suppliers, anchors and their contractors/suppliers
4. Developed online **construction directory** of local suppliers
5. Implementing plans to identify and support **key growth areas and deliver social value** e.g. Green Economy



Islington Local Plan

Local Plan: Building the infrastructure for inclusive economies

- Social housing commitments, affordable workspace requirements, etc.
- Construction/built environment roles and local procurement requirements delivered via S106 agreements
- Increasing S016 requirements extending to operational phase to enable longer-term Social Value and community benefit – aligned to investment ESG criteria
- Working with councils to deliver ‘whole-life’ community benefits, examples such as:
 - Local skills and employability programmes e.g. annual internships
 - ‘Local first’ recruitment and supply chain policies
 - Supply chain development e.g. upskilling sole traders/micro businesses in new technologies
 - Local schools’ and community engagement activities e.g. World of Work
 - Corporate volunteering in locality
 - Supported access to facilities for local people and start-ups e.g. prototyping facilities

Community benefits through planning

Landmark agreement at 99 City Road with Endurance Land. Recent planning consent agreement includes:

- Provision of 4,320sq.m of affordable workspace with 3 years equivalent service charge free
- Provision of a new 'Fabrication Lab' as a Joint Venture with the Council, with over £2m towards costs
- Access to a new auditorium/event space for 26 days per year, with an annual budget of £10,000 for 10 years to cover users' costs
- Contribution of £2.2m to the Council's LIFT programme for a period of 5 years
- Contribution of £250,000 over 5 years for cultural programmes
- Delivery of 65 construction training placements and apprenticeships

Image credit: Endurance Land



Community benefits through planning

Agreement for Social Value plan at 48 Chiswell Street refurbishment, with Berkeley Estate Asset Management. 3-year programme (value £1.1m), to deliver:

- Community and schools World of Work outreach programme to inspire local people to enter knowledge and creative economy sectors
- Participation in council's 11 x 11 cultural enrichment programme
- Employability programme, with a focus on enabling Islington residents to enter into meaningful employment in the building
- Specialist mentoring and incubation support for under-represented entrepreneurs in tech/creative/green businesses.

Image credit: BEAM/Make Architects



Affordable Workspace Strategy

Affordable Workspaces in Islington

- Islington Affordable Workspace (AWS) Programme offers agreements at a **peppercorn rent to Workspace Space Providers** in exchange for Social and Economic Value Commitments
- The AWS team works closely with internal stakeholders such as the Local Economies Team, VCS, Adult Communities and 100s Hours of Work to support the Providers achieve their Social Value Commitments
- The **Social Value is calculated through Themes, Outcomes and Measures** namely employment; business development support, education and skills, workspace management and other community initiative such as volunteering.



Affordable workspace programme

- Council commissions an Affordable Workspace operator to run the spaces
- They rent the spaces to a range of firms, and are required to deliver social value in line with the council's Social Value framework
- Generated over £8m in SV proxy over 6 years
- **Social Value** goes beyond what is secured via planning requirements:
 - London Living Wage commitments
 - Facilitate skills and employability programmes for local residents
 - Proactive inclusion of under-represented groups in workplace
 - Career tasters/work placements for school pupils
 - Supporting diverse supply chain
 - Providing 'white-label' solutions to council
 - Anti-poverty hackathons, etc.

Social Value Impact Report

Islington's Affordable
Workspace Programme
November 2019 – December 2025

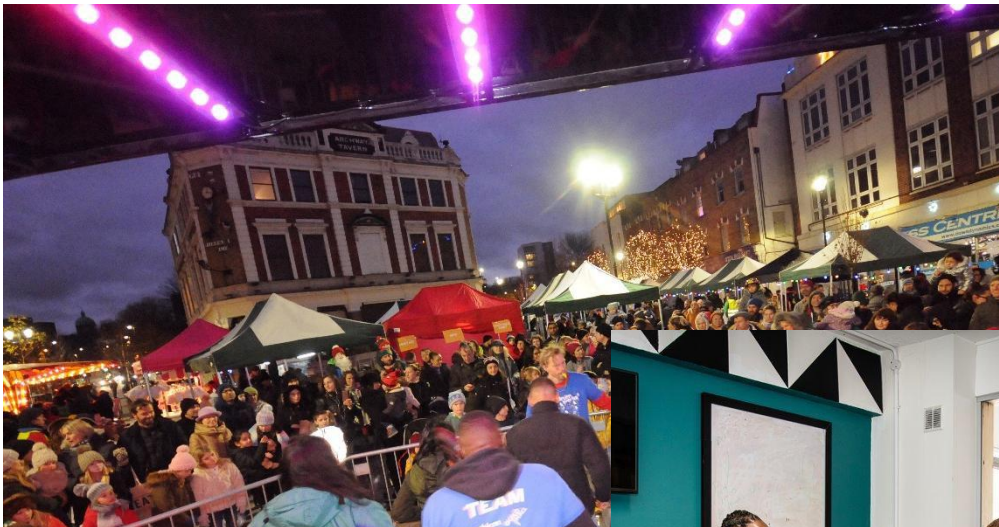


Conclusion

Three lessons learned

1. Keep it moving – find champions, test, learn, embed
2. Keep it simple – don't over-complicate with governance, metrics, 'requirements'...
3. Keep it relevant – to the place, to the people, together
4. (And keep telling the good story!)

And it's totally worth it...



Affordable workspace

Social Value Impact Report
April 2020 - April 2022



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Questions and discussion

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