



Community Wealth Building Business Plan 2025/26

Document control.

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Contents

Introduction | About the Directorate..... 3

Look Back: Key Achievements in last 12 months12

Our strategic objectives14

Delivering our strategic objectives.....16

Our challenges, opportunities, and key risks24

Introduction | About the Directorate

This section includes key information about our Directorate including:

a) Our operating context

- a. Any Political, Economic, Social, Technological, Legal and Environment challenges or opportunities
- b. Any upcoming demographic or policy changes
- c. Any challenging areas of performance (service delivery and financial)

b) Our vision

- a. Directorate vision and purpose
- b. Supporting principles, behaviours and values

c) Challenging Inequalities

- a. How we are supporting delivery of the Challenging Inequality Strategy

d) A brief description of the directorate

- a. Overview of the people we support - key information about the people the directorate supports
- b. What we do (our functions list)
- c. Governance and other delivery agencies/partners/stakeholders/supporting strategies – or add as an appendix

e) Our finances

- a. Top level budget information – assisted by Finance

f) Our people

- a. Top level head count
- b. Copy of Directorate People Plan to be attached – in conjunction with HR
- c. Resource allocation summary

a) Operating Context

What is our current position and how is the world outside the council impacting on our decision making and ability to deliver?

Using a PESTLE approach, explain the context that your Directorate is operating within. This should include current elements, as well as horizon scanning for upcoming considerations that may impact delivery.

Political:

- There are a range of national policies and priorities that will directly impact the work of CWB. These include building more homes, changes to planning and building control legislation, strengthening the economy, reviewing the welfare system to get more people into work and reduce spend on welfare, new devolved employment support through Connect to Work, a review of the Apprenticeship Levy, changes to procurement to maximise social value and increase transparency, and a review of business rates. CWB is also responsible for administration of Adult Social Care payments so the review social care will have an impact on our work.
- Many of these changes provide opportunities to support our ambitions: The Connect to Work programme is a step towards devolution of employment support and provides an opportunity to test new approaches. The new Procurement rules are aligned to the ambitions set out in our Progressive Procurement Strategy, and the strong focus upon building new homes, including reviewing Right to Buy and other mechanisms to help increase supply of council homes will go some way towards helping us deliver more affordable homes.
- However, there are also challenges, largely in the additional resource / processes / costs involved to meet new regulations. For example, the Building Safety Act 2022 introduced a more stringent regulatory regime, particularly in relation to higher risk buildings (high-rise residential) which will impact the Council as a developer and as a local planning authority. The new Procurement Act 2023 and regulations which went live in February 2025 will place additional requirements on councils. Similarly, any changes to planning regulations will need to be addressed.
- At a local level, the current administration has a strong focus upon new homes, jobs, apprenticeships and London Living Wage, with clear commitments / targets in their manifesto which are built into our performance metrics and Delivery Plan actions. There is also a fresh focus upon reducing longer-term poverty.
- The development of a new London Plan is likely to have significant implications for the Borough's planning policies.
- In Autumn 2025 the council will become responsible for collecting the Building Safety Levy.

Economic:

- The cost of living crisis has highlighted and further exacerbated the levels of poverty in the borough and many households are facing financial hardship. Maximising household income through benefits take up and supporting more people into work are increasingly important to lifting households out of poverty and increasing their economic wellbeing in the longer term.

- Recent announcements on changes to welfare may impact some of those who are already the most vulnerable e.g. disabled people. Further details are yet to be announced, but Islington has a large number of people not in work due to disability and ill health. The new Connect to Work programme will be able to support some of these into work but not everyone who is impacted will be able to work.
- Increases to employer NI contributions and to the National Minimum Wage have put additional pressures on local businesses, most of which are SMEs, and on our voluntary and community sector. There is also a review of business rates which could have further impacts.
- The cost of building new council homes requires us to build twice as many homes and sell 50% to fund a viable pipeline programme.
- Delivery of the council's priorities through the planning system is also impacted by macro-economic conditions and development cycles, and we are already seeing a slowing down in planning applications coming through which impacts both development and income targets.
- Delivery of many of our Services relies on professions where there are skills shortages and hard to recruit posts.

Social:

- Falling numbers of young children in the borough (and across London) require us to review our primary school estate and, in some cases, to recommend closure of schools. Secondary schools are also starting to see the impact. This means difficult decisions around the future of some schools but also provides an opportunity to reutilise assets and to review our approach to early years and primary school provision.

Technological:

- New IT systems in Planning and Building Control need to be effectively implemented to enable improved systems and processes.
- There are opportunities for more automation / AI for standard processes e.g. in administration of benefits and financial support which could reduce time spent on routine tasks and free up resource for more targeted support.

Legal:

- The Building Safety Act 2022 introduced new requirements which impact CWB in terms of the Council's role as a local planning authority, including responsibility for building control, and as a developer of new homes.
- Strategic Procurement and Supply Assurance is leading work across the Council to ensure compliance with the Procurement Act 2023 and new Procurement Regulations 2024.
- The government has announced changes to Planning legislation and we will need to assess the impacts and be prepared to implement these. The Planning and Infrastructure Bill will be deposited with Parliament in Spring 2025.
- The new DWP Connect to Work is being rolled out across the country, delivered by 43 clusters of Local Authorities across England. Islington is part of the Central London Forward cluster and will enter into a grant agreement with CLF to govern its obligations and use of the grant funding, including outcomes and reporting requirements.

- Internally, the Council has introduced new schemes of delegation and governance arrangements for decisions relating to our assets (as set out in the Strategic Asset Management Plan) which will need to be adhered to for all decisions relating to our assets.

Environmental:

- The Council has committed to Net Zero Carbon by 2030, and to ensure we are resilient to climate change. This provides the opportunity to improve our buildings to minimise carbon emission but presents financial challenges around the size of our estate – residential and non-residential - and affordability of improvements. There is an opportunity to work with partners on a collective approach to NZC including maximising the Green Economy and Green Skills, and through our supply chain to drive wider change around the environment.
- New Building Regulations are to be introduced in 2025 which aim to improve the energy efficiency of buildings.

Further detail on the context in which we are working can be found in the CWB Strategies and Plans set out in section d) below.

b) Our Vision

Who are we and what are we trying to achieve on behalf of Islington's communities?

Directorate Vision Statement: By 2030 there is a sustainable, inclusive, and locally rooted economy in Islington, where wealth is fairly shared and residents and businesses feel they have a stake in their community.

Principles, behaviours and values underpinning the vision: Our **CWB Strategy** sets out six key objectives which underpin this vision:

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

We are also the lead for **delivering more affordable homes** in the borough, which is a key priority within Islington's Housing Strategy 2021-26.

c) Challenging Inequalities

Where is the Directorate delivering change that supports the delivery of Islington's Challenging Inequalities Strategy

Challenging inequality and supporting those groups who face the greatest barriers and under-representation in our local economy are built into everything we do. Interventions and programmes to tackle inequality and improve representation are based on evidence and research and backed up by key performance indicators e.g. relating to outcomes around employment, skills, affordable workspaces and procurement.

Data is used to identify and target support at those groups who most need it, and independent qualitative research is commissioned to better understand the barriers and solutions for those from specific communities.

In terms of supporting fairness and equality across our workforce, quarterly CWB All Staff Briefings (via Teams) provide the opportunity for staff to hear from the Corporate Director and Senior Management Team and vice versa. Agendas are designed to promote discussion and feedback and include a 'shout out' for staff to mention any specific achievements for teams or individuals. DMT proactively promotes staff to name their Star of the Month and makes a final decision, to ensure that individuals and teams across the directorate are recognised for their hard work and achievements.

Quarterly meetings of the CWB Extended Leadership Team build a collective sense of ownership of priorities across managers of CWB services and provide the opportunity to network, build contacts and discuss how they can contribute to wider CWB priorities.

Managers, from DMT downwards, proactively encourage and support staff to take up training and development opportunities, including SOLACE Leadership programme, Islington Management Diploma, FUSE apprenticeships, and ensure this is covered in objective setting and Check Ins.

HR data is reviewed on a quarterly basis at DMT, including picking up on any potential issues relating to fairness and equality.

We encourage staff to enter their equalities data on the HR system and to participate in internal and external equalities forums.

We are engaging with HR to ensure that the Equality Champions scheme is successful and provides an informal mechanism for CWB staff to discuss issues, including exploring the potential for a CWB Fairness Champions Scheme, for which we've had a lot of interest from staff.

d) A brief description of the Directorate

What does the Directorate do, who with, and who for?

An overview of the people we support - key information about the people the directorate supports

CWB provides a mix of externally facing and internally facing services which support a broad range of stakeholders:

External customers

- Local communities through improvements to community assets and infrastructure to provide spaces for people to come together
- Residents who need to access services and support – through provision and maintenance of council buildings from which services are delivered, libraries, early years settings,
- Residents who are on low income or out of work – through our Employment support and financial / benefits support, and through the provision of new council homes through our New Build programme
- Children and young people in our schools – through our World of Work and Youth Employment support
- Service users and developers in Development Management and Building Control.
- Local businesses, including new entrepreneurs and startups – through our Local Economies team, and Affordable Workspace Programme, and through our progressive procurement approach where we aim to increase the proportion of third party spend with local suppliers

Internal customers

- Council services – through provision of safe, well maintained and managed buildings / assets from which to deliver services
- Staff – ensuring a safe, clean and comfortable working environment including through the Future Work programme and ensuring buildings are accessible to staff and service users
- Members – support for delivery of key democratic functions including elections, Committees, and council meetings.
- Trade Unions

What we do (services and teams)

CWB consists of the following services / functions:

- Inclusive Economy:
 - Employment and Inclusive Growth
 - Affordable Workspaces
 - Community Financial Resilience
 - Progressive Procurement:
 - Community Learning and Libraries
- New Homes and Corporate Landlord Service:
 - New Homes Development
 - Capital Delivery team
 - Corporate Facilities
 - Corporate Asset Management
- Planning & Development
 - Planning Policy and Development

- Development Management.
- Building Control
- Heritage

Who we work with - Governance and other delivery agencies/partners/stakeholders/key supporting strategies

Services across CWB work with a large and varied number of national, regional and local organisations, partners and stakeholders

National / government level:

- Ministry of Housing, Communities and Local Government – for work around housing, planning and building control
- Department for Work & Pension – for work relating to employment support and benefits
- Skills Funding Agency – funding for Adult Community Learning
- One Public Estate

Regional Level:

- London Councils
- Greater London Authority
- Central London Forward – partnership of 8 boroughs focusing upon employment support
- Future of London
- NHS North Central London Integrated Care Board
- North London Waste Authority
- Partner boroughs

Local level partnership forums:

- Resident Support Scheme (RSS) Board – with Cripplegate and other funders for our RSS scheme
- Islington Anchor Institution Network – key organisations (see below) across the borough working together on shared priorities
- Town Centre Forums: Angel, Archway, Nag's Head,
- Islington Working Partnership – around 50 organisations offering employment support including DWP, VCS and Council
- Tackling Poverty Steering Group – services and VCS partners

Key delivery partners:

- Anchor institutions: Angel BID, Arsenal FC, Business Design Centre, Camden & Islington NHS Foundation Trust, Capital City College Group, City University of London, Cripplegate Foundation, London Metropolitan University, Peabody, Whittington Health NHS
- Affordable Workspace operators: including Better Space, FC Designer, SPACE4

- Local universities and FE colleges – London Metropolitan University, City University, Capital City College – Anchors and also research e.g. into employment needs and support
- VCS – supporting delivery and communicating messages particularly around financial, employment and cost of living support
- Policy in Practice – data and analysis of benefits data to tackle poverty
- Plus wide range of contractors / suppliers delivering key services / contracts e.g. new homes development and other capital programmes, management / maintenance of assets
- North London ICB
- Business bodies e.g. Knowledge Quarter, Central Business Alliance

Stakeholders:

- Local businesses – for work around inclusive economy
- Local developers – in our role as local planning authority
- Residents and communities – for development schemes and capital delivery, and for employment and other support
- Building users: Council staff and services, commercial businesses and VCS organisations – in role as corporate landlord
- Commissioners and contractors - overall responsibility for procurement – stakeholders include inhouse commissioners, members and third party suppliers / potential suppliers

Key supporting strategies:

- CWB Strategy
- Local Plan and SPDs
- Progressive Procurement Strategy
- Strategic Asset Management Plan
- Affordable Workspace Strategy
- Early Careers and Apprenticeship Strategy
- *Under development* – Ending Poverty Strategy

e) Our finances

How we currently use our budget (top level) and a broad view of the impact of any savings proposals or changes to budget.

A summary of the CWB Budget for 2025/26 is set out here: [CWB Business Plan Appendix A - Budget Summary - Final.pptx](#)

f) Our People

How are we planning to change and grow over the coming year? HR business partners will assist in pulling together this section

A summary of our current workforce position (top level head count and resource allocation summary) and a high-level outline of any key changes for the next year is set out below.

Overview of our workforce

Total headcount (as of Q3 2024/25): 523 staff = 486.66 FTE. This comprises:

- Inclusive Economy: 246 staff (233 FTE)
- New Homes & Corporate Landlord Service: 208 staff (186 FTE)
- Planning & Development: 67 staff (66 FTE)

Key changes in 2025/26

- Climate Change and Transport Team moved back to Environment & Climate Change directorate (135 FTE) - Spring 2025
- Restructure of New Homes Development and Capital Delivery
- Restructure of Inclusive Economy, including moving Community Financial Resilience and Progressive Procurement formally into IE
- Relocation of Libraries and Culture to Inclusive Economy
- Relocation of the Heritage Service to Planning and Development

CWB People Plan

A copy of our CWB People Plan is here: [People Plan v0-4 \(Mar 2025\).docx](#)

Priorities for our CWB People Plan are:

- Wellbeing, diversity, equality and inclusion
- Fit for purpose operating model
- Attracting and retaining the best talent
- Developing a high-performance culture

Look Back: Key Achievements in last 12 months

This section details a list of successes, completed actions and key achievements from the previous 12 months, aligned to the Corporate Plan.

Achievements relate to priorities and actions set out in CWB Directorate Business Plan 2024/25.

NB: Achievements relating to Climate Change and Transport (which sat within CWB in 2024-25 and was part of our business plan) are captured separately in the CCT Business Plan.

Corporate and directorate level objectives

1. Strategic Asset Management Plan finalised and agreed by Executive.
2. Overall restructure of New Homes & Corporate Landlord Service implemented plus further changes to Corporate Facilities and Health & Safety.

Mission: Community Wealth Building

Objective: Economic Wellbeing

3. Revised Council Tax Support Scheme implemented – 8,000 low income households do not have to pay council tax.
4. Ongoing support around cost of living including allocation of 2 rounds of Household Support Fund (£2.2m per round).
5. Over £8m additional benefits secured for low income households through our IMAX team.
6. Met and exceeded Delivery Plan target of 5,000 residents into work in the period 2022-26.
7. Reviewed our Apprenticeship Delivery Model to ensure clear processes and responsibilities in place to maximise delivery of apprenticeships with external employers and within the Council.
8. 1,800 unique learners enrolled on our ACL courses – double the number two years ago.

Inclusive Economy

9. Refurbished Chapel Market reopened.
10. Delivered Shop Local / Love Local campaigns including festive events at key town centres.
11. Launched the Construction Directory of local suppliers.
12. Piloted a first-of-its-kind Net Zero Carbon business accelerator initiative supporting 16 climate tech startups. Two start-ups secured contracts with the council and a pilot for their solution is underway with Anzen Walls & Kestrix.

Progressive Procurement

13. Launched new corporate Contracts Register.
14. Reviewed and strengthened rules relating to delegated authority.
15. Led work to ensure that the Council is prepared for and is compliant with the Procurement Act 2023, Procurement Regulations 2024 and Provider Selection Regime, supported by a Progressive Procurement Toolkit with three frameworks: Commissioning, Social Value and Commercial.
16. New Planning Obligations SPD encourages local procurement.

Social and Economic Infrastructure

17. Consulted upon new Planning Obligations SPD – to be launched Spring / Summer 2025.

18. Reviewed Gypsy and Traveller Local Plan and launched consultation.
19. Climate Action SPD and Retrofit Handbook launched for consultation.
20. Consultation on a new Conservation Area for Poets Road area – designed to be positive about retrofitting of buildings to tackle climate change.
21. Implemented new IT system for Development Management and Building Control.
22. Delivered 66 new social rented homes at Andover (22 homes), Dixon Clark Court (27 homes) Park View Estate (6 homes) Windsor Street (11 supported living units).
23. Submitted planning applications for a further three schemes (Finsbury Leisure Centre, Vorley Road, and Bemerton Estate South) which will deliver 156 council homes and 11 Shared Ownership homes.
24. Published the refreshed Affordable Workspace Strategy and identified pipeline of new spaces to come online over the next few years.
25. Completion and approval of the Strategic Asset Management Plan, including Delivery Plan and governance arrangements.
26. Completed 35 stock condition surveys for non-residential assets in the past year bringing the total number of stock condition surveys completed to 164.
27. Completed 69 capital delivery projects, including the Martin Luther King Adventure Playground which was the winner of the Culture category in the New London Awards 2024.
28. Substantially completed the original Future Works programme.
29. Completed programme of solar panel installation on the roof of the Waste Recycling Centre and switched away from gas which will significantly reduce carbon emissions.

Challenging Inequalities

30. Delivered targeted benefit take up campaigns for Pension Credit and Attendance Allowance, , and launched a new targeted benefits support service for refugees.
31. Through the LIFT programme (Leading Inclusive Futures through Technology), we have connected those from under-represented communities to opportunities in Tech and Digital, Creative and Life Sciences sectors. 439 people to date supported into jobs, apprenticeships and internships and 278 entrepreneurs supported to grow their business: 62% of outcomes are for women, 72% are for people from BAME backgrounds, 18% have a disability.
32. Delivered the Somali Ambassador Programme including a Somali Careers Day event attended by 61 young Somali residents and 27 service providers.
33. Completed works on the new Black Cultural Centre which opened in November 2024.
34. Completed four Changing Places facilities (for people with severe disabilities) and nearing completion of seven automated free of charge public toilets.

Anchor Institutions

35. Developed the Islington Apprenticeship Academy to promote take up of apprenticeships across Anchors and to share learning and best practice.
36. Organised Meet the Buyer event bringing together the Anchor Institutions with local suppliers.
37. Arsenal FC hosted an Anchor wide jobs fair with around 450 attendees.
38. Supported a local business working group to implement agreed Action Plan including market warming events.
39. Collaborated with Arsenal and London Metropolitan University on the Net Zero Carbon Neighbourhood.

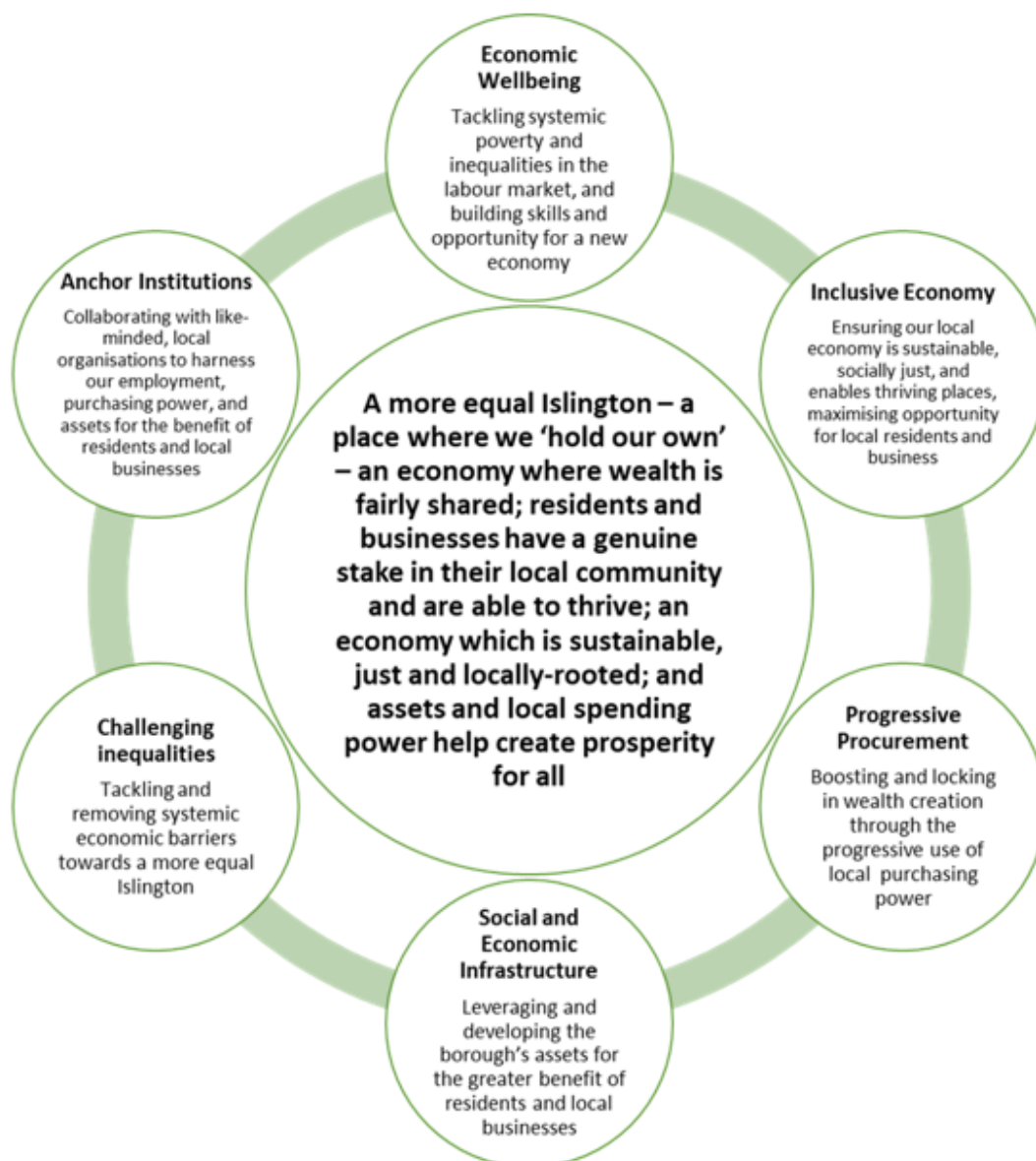
Missions into Directorate Strategic Objectives

Missions	Corporate Priorities	Directorate Strategic Objectives and Contributions
Child-friendly Islington	By 2030, Islington is a place where all children and young people are rooted in a community where they feel safe, can thrive and are able to be part of and lead change.	<ul style="list-style-type: none"> Support children and young people to prepare for the world of work (covered in CWB) Provide education and youth employability support As Corporate Landlord: support review of primary schools and early years settings and development / delivery of the Children's Social Care Accommodation Strategy
Empowering People	By 2030, everyone in Islington who needs extra help and support can access the right support for them at the right time and in the right place	<ul style="list-style-type: none"> As Corporate Landlord: support review of community assets to develop more holistic integrated community spaces
A safe place to call home	By 2030, everyone in Islington has a safe, decent and genuinely affordable place to call home.	<ul style="list-style-type: none"> Directly deliver more affordable homes including increasing affordable housing supply through the planning process As Corporate Landlord: identify and develop potential sites for temporary accommodation and other housing needs
Community Wealth Building	By 2030, there is a sustainable, inclusive, and locally-rooted economy in Islington, where wealth is shared fairly and residents and businesses feel they have a stake in their community	<ul style="list-style-type: none"> Economic Wellbeing Inclusive Economy Progressive Procurement Social & Economic Infrastructure Challenging Inequalities Anchor Institutions
Greener, healthier Islington	By 2030, communities in Islington can access, and enjoy London's greenest, cleanest, and healthiest neighbourhoods and are able to live healthy, fulfilling and independent lives	<ul style="list-style-type: none"> Reduce carbon emissions from council buildings Green Economy workstream Climate Action Planning Policy Support delivery of the Adult Social Care Accommodation Strategy

- Directorate strategic objectives led by CWB – template completed
- Key areas of work contributing to other missions – but separate template not completed as actions / outcomes will be led by other directorates or covered in CWB objectives.

Our Directorate Strategic Objectives

This section provides a headline overview and summarise **our medium-term strategic objectives needed to deliver better outcomes and their specific link to the missions in the Corporate Plan**. It will describe the future look of the directorate for both residents and our workforce, key equity, diversity, and inclusion to challenge and address, savings we are required to make, and risks we foresee in the delivery.



Delivering our directorate strategic objectives

Under relevant corporate Missions this section sets out the Directorates Strategic Objectives:

- **Clear key deliverables and associated actions:**
 - Development or improvement activity
 - Policy including manifesto implementation
 - Procurement of new or revised services
 - Consultation and engagement to be undertaken
 - Enablers
 - Challenging inequalities - Equality, diversity, inclusion, and equity
 - Workforce improvement and development
 - Digital data and technology
 - Net zero
 - Investment and savings projects
- **How will we know we have made a difference**
 - Intended outcomes clearly described
 - Outcome indicators, performance measures or targets to monitor to include:
 - Directorate corporate performance measures related to the plan
 - Equality, diversity, inclusion, and equity
 - Workforce
 - Financial
 - Voice of children, young people, and adults (quality statements and feedback)

Delivering our Directorate Strategic Objectives 2025/26

Mission	A safe place to call home							
Directorate Objective 2025/26	Deliverables					Intended impact or outcome:	How will we know we have made a difference?	
	Key activity	Indicative delivery date				Outcomes	Outcome indicator, performance measure and/or target/KPI	
		Q1	Q2	Q3	Q4			
DELIVERING NEW HOMES <i>Delivering new genuinely affordable homes</i> Executive Members: Cllr John Woolf, Homes & Neighbourhoods Cllr Santiago Bell-Bradford, Inclusive Economy, Culture & Jobs Lead Officers: Steve Caplan, Director NHCLS Karen Sullivan, Director Planning & Development Jane Abraham, AD New Homes Development Nat Baker, AD Development Management	Policy development and external income <ul style="list-style-type: none">Work with the GLA through the new London Plan to develop amended housing targets for the boroughRefresh employer’s requirements setting out requirements for new council homesMaximise Affordable Housing Grant and other income	X	X	X	X	<ul style="list-style-type: none">Government policy supports delivery of more affordable homes and funding for councils to deliverNew council homes and shared ownership homes delivered.Affordable homes commitments in private developments are delivered in full	Wellbeing Index measures: <ul style="list-style-type: none">Median house price to workplace-based earnings ratioAffordability of rented sector Corporate Performance Indicators <ul style="list-style-type: none">Number of units for social rent granted planning permission:Number of new council homes started on siteNumber of affordable new homes (social rented or shared ownership) completed by the councilNumber of affordable new homes (social rented or shared ownership) completed by DevelopersResident feedback through post-occupancy evaluation	
	Build and complete existing schemes <ul style="list-style-type: none">Complete remainder of 154 council homes (DP19) within approved budget as follows:88 homes to be completed: Andover Estate (20), Park View (25), Beaumont Rise (27 homes - 10 social rent, 17 supported housing) in Q1.Elthorne Estate (16 homes) in Q2.Deliver 19 supported housing units at St Johns Mansions by Q4 2025/26.Seek GLA grant to convert the 22 OMS homes at Elthorne to social rent and 4 out of the 8 shared ownership homes at Elthorne to LHA rent for TA.	X	X	X	X			
	Develop and deliver pipeline <ul style="list-style-type: none">Secure planning permission for a further 178 council homes and 10 affordable shared ownership homes (DP19) as follows:156 council homes for rent at Finsbury Leisure Centre (100), Vorley Road (33) and Bemerton Estate South (23) and 11 affordable shared ownership homes at Vorley Road (7 SO) and Bemerton Estate South (4 SO). Planning consent for the remaining 22 homes will be from emerging pipeline schemesContinue to develop priority pipeline schemesExplore alternative models for delivering affordable new homes	X	X	X	X			
	Maximising affordable housing supply through the planning system <ul style="list-style-type: none">Work with applicants to bring forward amended schemes for Barnsbury and Holloway Prison siteOngoing work in relation to Archway CampusWork proactively with landowners to bring forward new schemes	X	X	X				
	Increasing supply of temporary accommodation <ul style="list-style-type: none">Complete St John’s Mansion ProjectSecure planning permission and convert 7 NBWContinue to identify other conversion opportunities across our estate	X	X	X	X			
	Supporting opportunities for supported and specialist housing <ul style="list-style-type: none">Take forward Premises Houses StrategyDevelop strategy for Care Leaver accommodationTake forward the Adult Social Care Accommodation StrategyEnable Shelter from the Storm scheme	X	X	X	X			
Reducing Inequalities:	<ul style="list-style-type: none">All new homes schemes will support the most vulnerableIdentify and consult on sties for homes for Gypsies and Travellers (Q3)	EQIA required:		Y	Equalities monitoring data:			

Mission	Community Wealth Building						
Directorate Objective 2025/26	Deliverables				Intended impact or outcome:		How will we know we have made a difference?
	Key activity	Indicative delivery date				Outcomes	Outcome indicator, performance measure and/or target/KPI
		Q1	Q2	Q3	Q4		
ECONOMIC WELLBEING <i>Tackling systemic poverty and inequalities in the labour market, and building skills and opportunity for a new economy</i> Executive Member: Cllr Santiago Bell-Bradford, Inclusive Economy, Culture & Jobs Lead Officers: Caroline Wilson, Director Inclusive Economy Robbie Rainbird, AD Community Financial Resilience Tbc, AD Employment & Inclusive Growth Akeel Ahmed, AD Community Learning & Libraries	Resilient: <i>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</i> <ul style="list-style-type: none"> Establish a long-term approach to tackling the underlying causes of poverty and economic wellbeing (DP11) Secure £12m additional income for low income households (2024-26) (DP7) Scale up IMAX approach to undertake more targeted work to maximise benefits take up and increase household incomes Agree proposals for use of Household Support Fund (HSF7) and allocate funding Develop approach to tackling multiple council debt and explore options to support residents with other debts Review implementation of new CTS policy Refresh our Food Offer 	X	X	X	X	<ul style="list-style-type: none"> Fewer households will be living in poverty 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 Households will have the skills they need to secure work and life outcomes Households will be able to access good quality, nutritious and affordable food 	Wellbeing Index measures: <ul style="list-style-type: none"> Children in relative poverty in low-income families Low income families 'at risk' or 'in crisis' financially Employment rate Employees earning below the London Living Wage Adult skills – Level 2 + Corporate Performance measures: <ul style="list-style-type: none"> Residents claiming Council Tax Support Total additional benefits secured for residents by IMAX Learners enrolling on ACL courses, with sub-targets for key groups Learner outcomes New apprenticeship starts – council and external Residents supported into work, with sub-targets for key groups % still in work at 13 and 26 weeks Entry level jobs that pay LLW Number of local employers paying LLW
	Skilled: <i>Creating clear skills pathways into work and supporting those already in work to upskill to find better or more secure jobs</i> <ul style="list-style-type: none"> Support delivery of 1,000 apprenticeship (2022-26) (joint with HR) (DP8) Boost apprenticeship across Anchors through the Islington Apprenticeship Academy Work across the Council and with Anchor Institutions to develop a basic literacy, numeracy and digital skills offer for our workforces Engage 1,800 residents on ACL courses to improve skills for work and life Modernise the Library offer and extend community outreach 	X	X	X	X		
	Employed: <i>Reaching residents most in need of employment support and tackling precarious employment and lack of progression.</i> <ul style="list-style-type: none"> Support 5,000 local people into work (2022-26) (DP8) Agree contract and commence delivery of the new Connect to Work programme Youth Guarantee Trail Blazers supporting care experienced young people into employment education and training Continue to raise aspirations of young people via our World of Work programme Develop action plan to deliver recommendations of Community Unionism research 	X	X	X	X		
	Reducing Inequalities: <ul style="list-style-type: none"> Targeted employment support across Islington Working Partnership for parents, young people, BAME, Disabled people based on research Connect to Work programme will provide targeted support for disabled / long-term sick Further work to understand impacts of poverty on key groups and design solutions 	EQIA required:		Y		Equalities monitoring data:	Corporate PIs around employment and adult learning have sub-targets for key groups Connect to Work will include targets around numbers from target groups supported towards / into work

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		Q1	Q2	Q3	Q4		
INCLUSIVE ECONOMY <i>Ensuring our local economy is sustainable, socially just, and enables thriving places, maximising opportunity for local residents and business</i> Executive Member: Cllr Santiago Bell-Bradford, Inclusive Economy, Culture & Jobs Lead Officers: Caroline Wilson, Director Inclusive Economy Tbc, AD Employment & Inclusive Growth	Local: <i>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</i> <ul style="list-style-type: none"> Implement and maximise the benefits of the new Creative Enterprise Zone at Archway Optimise the impact of Liveable Neighbourhoods on the high street Support the sustainable development of an inclusive night time economy in Islington Implement UKSPF revenue and capital funding for 25/26 	X	X	X	X	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	<u>Wellbeing Index:</u> <ul style="list-style-type: none"> Births and deaths of local businesses, and the net difference Corporate Performance Indicators: <ul style="list-style-type: none"> Number of residents going into high growth sectors Businesses positively impacted by IEJ Opportunities brokered through IEJ New businesses offering World of Work activities Number of businesses engaged - by sector, with a focus on growth and GLA priority sectors: Tech & Digital, Life Sciences, Creative production, Green, Hospitality, Construction and Health & Social Care Number of residents going into high growth sectors
	Prosperous: <i>Championing social inclusion in Islington's growth sectors, by expanding responsible, sustainable and inclusive business practices and sector strategies</i> <ul style="list-style-type: none"> Commission an Islington Growth Plan to align with the London Growth Plan Enable key local economic clusters – green, life sciences, tech and creative – to create more training employment and business growth opportunities, targeting 60% participation from under-represented groups (DP10) Consolidate the Green Economy workstream and focus on 3 identified priorities Agree and begin implementation of a new Creative Economies Strategy 	X	X	X	X		
	Independent: <i>Helping grow Islington's small and micro business community by connecting them to opportunities and supporting wider ownership through cooperatives and social enterprises.</i> <ul style="list-style-type: none"> Facilitate incubators to support and promote under-represented entrepreneurs Support business owners from under-represented groups to access Archway CEZ initiatives and other relevant programmes across the borough. Continue to strengthen the pipeline of emerging cooperatives and social enterprises, targeting external funding to support growth Following on from the success of the business directory for construction sector, develop further registers to promote other key groups of businesses / sectors in Islington Facilitate democratically run Traders Associations in every local economy area to enable more resilient and sustainable local economies 	X	X	X	X		
	Reducing Inequalities: <ul style="list-style-type: none"> LIFT programme supporting under-represented communities to secure opportunities in the creative and tech sector 	EQIA required:			Y	Equalities monitoring data:	

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PROGRESSIVE PROCUREMENT <i>Boosting and locking in wealth creation through the progressive use of local purchasing power</i> Executive Member: Cllr Diarmaid Ward, Finance & Performance Lead Officers: Caroline Wilson, Director Inclusive Economy Peter Horlock, AD Progressive Procurement	Leadership: <i>Shaping a supply chain that supports an inclusive economy</i> <ul style="list-style-type: none">Ensure the Council is prepared for and compliant with Phases 2 and 3 of the change programme re: the Procurement Act 2023, and associated legislationExpand material for the Provider Selection Regime and build into the Progressive Procurement ToolkitOptimize functionality of the Contracts Register to improve forward planning, category management and building social valuePublish the Council’s first Pipeline Notice Forward Plan in line with statutory obligationsEmbed and optimize the refreshed Progressive Procurement ToolkitEnsure effective commercial capability and standards are in place to procure and manage contracts and collaborate with other contracting authorities to deliver best value	X	X	X	X	More council spend will be through local businesses, locking wealth into our local economy and delivering benefits for residents and communities through social value commitments. There will be increased diversity within our supply chain with minority owners / those from under-represented groups in business.	<u>Wellbeing Index:</u> <ul style="list-style-type: none">Exploring potential to develop a Business Wellbeing Index including existing WI measures around births and deaths of local businesses <u>Corporate Performance Indicators:</u> <ul style="list-style-type: none">% of suppliers from overall supplier base who are local% expenditure with local businessesPercentage of minority suppliers (New measure to be developed)Monetary social value achieved through major corporate contracts (New measure to be developed) Annual review of progress in delivering the Progressive Procurement Strategy and Action Plan and Corporate Report on Social Value
	Partnership: <i>Building long term partnerships with like-minded suppliers that deliver high quality services and social value for our residents, whilst offering value for money</i> <ul style="list-style-type: none">Continue efforts to support increased of local and diverse employers in our supply chainImplement Category Strategies and Plans for main areas and improve forward planning to support businesses through a category management approachWork with Anchor Institution colleagues to influence supply chains and deliver social value, and support the expansion of the online business directoryProduce guidance to support SMEs to bid for Council contracts and publish main providers to help them to explore opportunities as sub-contractors	X	X	X	X		
	Community: <i>Through active leadership and progressive supply chain partnerships, maximise economic, social, and environmental benefits to local communities.</i> <ul style="list-style-type: none">Strengthen our approach to negotiation and delivery of social value through our contracts, ensuring all tendered requirements include 20% social valueContinue to monitor and report on transparency spend within the local communityImplement the outcomes of the Corporate Resources and Economy Scrutiny Committee, following their full annual review during 2024/25 regarding social valuePromote the range of Climate Action commitments that can contribute towards social value in contracts	X	X	X	X		
Reducing Inequalities:	<ul style="list-style-type: none">Champion social value options which focus on tackling inequalityPromote opportunities / support to local diverse SMEs e.g. ‘meet the buyer events’Share our experience on supporting social value, diverse SMEs and reducing barriers	EQIA required:		Y	Equalities monitoring data:		

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SOCIAL & ECONOMIC INFRASTRUCTURE <i>Leveraging and developing the borough’s assets for the greater benefit of residents and local businesses</i> Executive Members: Cllr Diarmaid Ward, Finance & Performance Cllr John Woolf, Homes and Neighbourhoods Lead Officers: Steve Caplan, (Interim) Director NHCLS Karen Sullivan, Director Planning & Development	Progressive: <i>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</i> <ul style="list-style-type: none">Adopt new Supplementary Planning Document for Developer ContributionsAdopt new Supplementary Planning Document on Climate Action and Retrofitting HandbookAdopt Article 4 Directions to protect local town centres and business areasSeek to influence London wide and national planning policy including housing supply targets and the future of intermediate tenures	X	X			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.	<u>Wellbeing Index:</u> <ul style="list-style-type: none">House prices v earningsAffordability of rental sector <u>Corporate Performance Indicators:</u> <i>Affordable housing and work spaces</i> <ul style="list-style-type: none">See new homes PIs£ value of social value derived through Affordable Workspaces with sub-targets for key groupsValue of carbon projects complete <i>Planning & Development</i> <ul style="list-style-type: none">% Majors, Minors, and Others determined within timePlanning applications overturned on appealIncome received / secured through s106 and CIL (but no targets) <i>Management of non-residential assets</i> <ul style="list-style-type: none">% of rent collected% of occupancy% of assets statutorily compliant
	Affordable: <i>Building affordable homes and delivering workspaces to help local families and businesses to thrive, also generating social value</i> <ul style="list-style-type: none">Complete new homes under construction and establish pipelineExplore repurposing of surplus properties for Temporary AccommodationMaximise social value opportunities from contracts for three new housing schemesMobilise five new Affordable Workspaces and sustain operations in existing portfolio	X	X	X	X	Key priorities and actions in the SAMP are taken forward to enable assets to support delivery of missions – with decisions made in line with new governance arrangements to ensure a strategic approach	
	Enabling: <i>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.</i> <ul style="list-style-type: none">Publish and commence delivery of Strategic Asset Management Plan to ensure assets are aligned in support of strategic missions (DP9)Refresh the Community Spaces review to maximise value for residents / councilOngoing delivery of community assets improvements including Toffee Park, Highbury Fields facilities, GP practice at AndoverDevelop a Social Value Discount PolicySeek meanwhile repurposing of vacant school sites subject to Secretary of State approval to provide spaces for alternative community based education usesComplete programme of stock condition surveys (approx. 65 to do) to prioritise essential works to our corporate estateOngoing review of asset utilisation and affordability	X	X	X	X		
Reducing Inequalities:	<ul style="list-style-type: none">Complete Accessibility Programme to upgrade facilities at key buildings	EQIA required:		Y	Equalities monitoring data:	Targets for women, BAME and disabled people engaged in AWS	

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CHALLENGING INEQUALITIES <i>Tackling and removing systemic economic barriers towards a more equal Islington</i> Executive Members: Cllr Sheila Chapman, Equalities, Communities & Inclusion Cllr Santiago Bell-Bradford, Inclusive Economy, Culture & Jobs Lead Officer: Caroline Wilson, Director Inclusive Economy & Jobs	Targeted: <i>Tailoring skills and employment support for disadvantaged groups including those from Black, Asian, and Minority Ethnic communities, those with disabilities, parents and young people.</i> <ul style="list-style-type: none"> Use data to proactively target Benefit take up campaigns and Debt advice at those groups facing the most severe financial hardship Through the LIFT programme (Leading Inclusive Futures through Technology), help local residents to secure good jobs in Tech, digital, science and creative businesses, with a focus upon underrepresented groups especially women and Black, Asian and minority ethnic communities Targeted support for Refugees and Migrants, and for those with Learning Disabilities or recovering from Mental Health issues Implement targeted internship programmes 	X	X	X	X	Residents from all backgrounds will have equal opportunities and access to work and business.	<u>Wellbeing Index:</u> <ul style="list-style-type: none"> Employment rate – analysed by equalities groups Financial Hardship – analysed by key cohorts (though ethnicity data not available) <u>Corporate Performance Indicators:</u> <ul style="list-style-type: none"> Total additional income secured through IMAX - this can be broken down by cohort or Residents supported into work from target groups ACL learners and outcomes – by target groups Target groups benefiting from Affordable Workspaces
	Enterprising: <i>Nurturing and supporting more people from under-represented groups to start-up businesses, survive and thrive</i> <ul style="list-style-type: none"> Through our membership of MSDUK explore mechanisms to increase spend with diverse local suppliers and under-represented entrepreneurs Continue to use our Affordable Workspace Programme to support and encourage new businesses and entrepreneurs from under-represented groups Identify growth opportunities for under-represented entrepreneurs in the Islington Growth Plan 	X	X	X	X		
	Rebalanced: <i>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.</i> <ul style="list-style-type: none"> Promote the Progressive Procurement Toolkit which includes guidance on how to address the barriers to entry into our procurement and supply chain for small businesses, particularly those from under-represented groups. Learn from and build upon the success of the net zero incubator programme which secured contracts with the Council for two local suppliers. Deliver key capital programmes e.g. Islington Boxing Club and Islington Boat Club to better meet the needs of our diverse communities 	X	X	X	X		
		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
Reducing Inequalities:	<ul style="list-style-type: none"> Work with MSDUK and Black and Minority owners 	EQIA required:		Y		Equalities monitoring data:	As above

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ANCHOR INSTITUTIONS <i>Collaborating with like-minded, local organisations to harness our employment and purchasing power, and assets for the benefit of residents and local businesses</i> Executive Member: Cllr Santiago Bell-Bradford, Inclusive Economy, Culture & Jobs Lead Officer: Caroline Wilson, Director Inclusive Economy & Jobs	Overarching: <i>Convene Islington Anchor Institution Network</i> <ul style="list-style-type: none"> DP12: Convene local Anchor Institutions to deliver shared targets for local employment, local procurement and decarbonisation Finalise and agree impact measures for the Anchor Institution Network Capture the synergies across the three working groups, for example, joint procurement of retrofit measures 	X	X	X	X	Through working collaboratively with key partner organisations, we will increase impact we can have resulting in more jobs / career pathways for local people, more local employers in our supply chains, and shared efforts / opportunities to deliver Net Zero Carbon.	Working with anchors to agree performance measures and targets to monitor collaborative around: <ul style="list-style-type: none"> Jobs Spend with local suppliers Net Zero Carbon / Green Economy
	Employ Local: <i>Adopt progressive policies on recruitment, pay & conditions and careers to fully harness the talents of our local workforce and future generations</i> <ul style="list-style-type: none"> Maximise apprenticeship opportunities across Anchors through the Islington Apprenticeship Academy point actions Work with Mencap on a supported internship programme for young people with special needs Explore Functional Skills Programme for lower paid staff Encourage Anchors to use the Islington Working Portal to recruit local residents 	X	X	X	X		
	Buy Local: <i>Actively support existing and emerging local businesses to deliver affordable, quality goods and services thereby maximising local social value and wealth creation</i> <ul style="list-style-type: none"> Ensure all Anchors are compliant with the new Procurement Act Explore the potential for an Anchor-wide 'Meet the Buyer' event in collaboration with MSDUK to promote diversity within our local supply chains Review procurement across the Anchor Network, category by category, to identify good practice and allow Anchors to share details of the frameworks or other selection methods they use. Explore feasibility of additional supplier local directories e.g. professional services 	X	X	X	X		
	Lead locally: <i>Manage and develop buildings and spaces to create accessible, sustainable and better assets and places</i> <ul style="list-style-type: none"> Agree a common method for data and monitoring that all partners can use for carbon monitoring. Continue to refine a communication plan and joint branding approach. Mapping retrofit activity and identifying opportunities for potential joint working Focus upon peer-to-peer information sharing and support - this is new, developing area of work across all Anchors will look at sharing expertise across partners where one Anchor is ahead of others in a particular area. 	X	X	X	X		
	<ul style="list-style-type: none"> Work across Anchors to develop career pathways into work and support staff who are under-represented 	EQIA required:		N		Equalities monitoring data:	

Our challenges, opportunities, and key risks

Give an overview of key risks that would hinder or stop the achievement of the Directorate's Strategic Objectives, and day-to-day activities. Please include a copy of your Directorate Risk Register with this section.

Objective	Description	Risk score	Mitigation	Owner
Current Risks: Principal Risk Register 2024/25				
CWB: Social & Economic Infrastructure	Risk 1: New Build Programme delivery - Affordability challenges slow progress in delivering new council homes	Score 20 L:4 I:5	A Strategic Pipeline Group has been set up to ensure a pipeline of viable schemes comes forward into the 2023 – 2027 programme. An assurance framework and programme level controls will ensure the right opportunities are progressed and mitigate against cost overspends. A restructure is underway to ensure we have the right skills and experience to deliver the programme as identify / progress new opportunities.	CMT Risk Sponsor: S. Biggs CWB Owner: Director New Homes & Corporate Land
CWB: Economic Wellbeing	Risk 3. Financial Resilience of Residents – Failing to appropriately support residents	Score 16 L:4 I:4	Work is underway to develop a longer-term approach to ending poverty. The previous Cost of Living Board has been reconvened as a Tackling Poverty Board to drive forward this work. Immediate efforts include targeting allocation of Household Support Funding to vulnerable residents, IMAX benefit take up campaigns, and ongoing work to support residents into work. One off grants have also been allocated to VCS partners to support activities around food, warm spaces and cost of living events.	CMT Risk Sponsor: S. Biggs CWB Owner: Director Inclusive Economy
CWB: Social & Economic Infrastructure	Risk 4: Cost of Energy	Score 15 L:3 I:5	The public buying organisation LASER has locked prices for the 2024/25 period meaning there is certainty of cost over the next financial year. Following the procurement of a two-year energy contract with LASER, the team is finalising the procurement terms for new energy contracts starting in 2025/26,	CMT Risk Sponsor: S. Biggs CWB Owner: Director New Homes & Corporate Land

Objective	Description	Risk score	Mitigation	Owner
			considering options to reduce risk as much as possible. The programme to reduce energy consumption is continuing and will strengthen resilience against any cost spikes in the future.	
CWB: Social & Economic Infrastructure	Risk 7: Capital Programme - availability of capital funds to deliver strategic priorities	Score 12 L:3 I:4	A Strategic Asset Management Plan has been approved that sets out priorities and actions relating to our assets. This will inform priorities for the capital programme. New governance arrangements have been agreed for decisions relating to both residential and non-residential assets. Enhanced reporting and monitoring of capital spend is now included as part of the monthly monitoring.	CMT Risk Sponsor: CMT CWB Owner: Director New Homes & Corporate Land
Crosscutting CWB: Economic Wellbeing, Inclusive Economy	Risk 9: Social inequalities – Failure to demonstrate reduction in inequalities in Islington	Score 12 L:3 I:4	NB: Action across the Council has been led by the Challenging Inequality Programme. Work across CWB focuses on targeting key services, programmes and strategies to support under-represented groups and those facing the most significant inequalities. Challenging Inequality is woven throughout the CWB Strategy and is also one of the six objectives of the strategy. Work on developing a new approach to ending poverty will focus upon targeted work to reduce economic inequalities.	CMT Risk Sponsor: S. Biggs CWB Owner: Director Inclusive Economy
CWB: Progressive Procurement	Risk 12: Commissioning, procurement and contract management operating model fails to maximise value for money and social value outcomes	Score 12 L:3 I:4	The new Procurement Act 2023 and Procurement Regulation 2024 have now come into effect. Preparatory activities have been undertaken to ensure that the Council is fully compliant. These include a new Procurement Toolkit, a contracts register, and training / guidance for all staff. A temporary change manager is in post to support this work. The team is currently reviewing the operation model to ensure assess how adjustments can be made to achieve compliance efficiently.	CMT Risk Sponsor: S. Biggs CWB Owner: Director Inclusive Economy

Objective	Description	Risk score	Mitigation	Owner
<p>The following risks are allocated to S.Biggs / CWB but responsibility has now transferred:</p> <ul style="list-style-type: none"> • Risk 2: Climate Change Resilience and Adaptation – transferred to Environment & Climate Change • Risk 14: Serious Health and Safety Incident (Occupational) – transferred to Resources (HR) 				
New risks for 2025/26				
CWB: Social & Economic Infrastructure	NEW: Risks associated with implementation of Building Safety Act including incomplete implementation of new IT system	New risk - tbc	Improvement Plan and resources in place to mitigate risks within Building Control	Director Planning & Development
CWB: Social & Economic Infrastructure	NEW: Development Income (developer contributions and planning income) potentially at risk due to slowdown in development activity	New risk - tbc	Keep income streams under close scrutiny and implement changes to planning application fees	Director Planning & Development
CWB: Progressive Procurement	NEW: Failure to comply with increased transparency and reporting requirements	New risk - tbc	Deliver training and increased guidance and resources	Director Inclusive Economy
CWB: Economic Wellbeing	NEW: Failure to meet targets of government funded programmes e.g. Connect to Work	New risk - tbc	Robust implementation, resourcing and monitoring	Director Inclusive Economy