

Meeting: [EMRB / Executive](#)

Meeting Date: 11 Nov 2025 / 27 Nov 2025

Council Priority: Empowering People

Wards: All

Report of: Strategy and Programmes Lead

Report number: 1031936

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## Subject: Islington Together Change Approach

### 1. Recommendations

The Executive are asked to:

- 1.1 Endorse the way forward set out in this report and note the policy approaches and programmes of change for the Council outlined.
- 1.2 Agree a resource envelope and funding strategy of up to £3 million for use over four years to enhance the Council capability to deliver change and financial savings with allocation to be delegated to the Section 151 Officer in consultation with the Executive Member for Finance and Performance.

### 2. Report Summary

- 2.1 The Islington Together 2030 Plan set five missions to create a more equal future for Islington: child friendly, a safe place to call home, greener and healthier, community wealth building, and empowering people. This has been effective in achieving real outcomes for residents. Achievements include a more than 25% reduction in looked after children since 2022 through early intervention from children's social care and early help services, and Children's services rated outstanding by OFSTED; the joint lowest level of people returning to rough sleeping who were previously in settled accommodation, and a total of 286 new council homes completed since 2022; a 20% reduction in emissions from gas usage from council buildings over the past 5 years, and Islington ranking 1<sup>st</sup> for all

128 single tier authorities in the 2025 Climate Action scorecard; 1.83m visits across council leisure centres in 2024/25, and the 2<sup>nd</sup> highest physical activity rate in London; 5650 residents supported into work through Islington Working, and 8,000 low-income households that do not have to pay council tax under a new Council Tax Support Scheme; and over 50,000 residents supported across our Hub ecosystem last year.

- 2.2 Making Islington work and work well for everyone is challenging. We have achieved a lot already, but challenges remain for our organisation and for our residents. We will need to achieve more and cannot do it alone. The Islington Together Next Steps report approved by the Executive in June 2024, outlined that we need a single programme of change focused on delivering the outcomes set out in Islington Together 2030, while making sure we deliver people centred outcomes, high quality services and that our organisation remains resilient and financially sustainable for the future.
- 2.3 This report outlines the next steps the Council should take to create that change programme and deliver against the vision determined by Members of a more equal future, in a changing landscape. This includes clear policy approaches and cross-organisational programmes of change.
- 2.4 A total investment of up to £3 million over four years is required to support a structured programme of organisational change to continue and extend the systems changes we are already working on, and support delivery of up to £60 million in MTFs savings. This investment is for a fixed period, to enable this higher than usual level of savings.
- 2.5 This investment would be from a flexible use of capital receipts, and use will be a decision of the Corporate Director of Resources in consultation with the Executive Member for Finance and Performance following advice from the Strategy and Programmes Lead. If the full amount is not required, it would not be allocated.

### 3. Details of the Proposal

#### **Purpose and Vision**

- 3.1 Our purpose, to work together for a more equal future, is clear.
- 3.2 Our shared values guide us: we collaborate, we are ambitious, we are resourceful, and we empower each other.
- 3.3 Since 2023, our five missions have given a focus around which we organise ourselves and how we communicate what we do: child friendly, a safe place to call home, greener and healthier, community wealth building, and empowering people. These are set out in our Islington Together 2030 Plan and our Islington Together Delivery Plan 2024-2026.
- 3.4 However, there is more to be done to achieve our purpose, both inside the council and together with our partners, the voluntary and business sectors and other community groups. This has been reinforced by the 2025 Corporate Peer Review recommendations

and wider public sector changes that require us to work even better together. This paper itself forms part of the response to the 2025 Corporate Peer Review.

- 3.5 We will need to make changes as a council in what we do; how we engage with residents and the community; and in how we make every pound count, and how we work together.
- 3.6 We need to be better able to rise to the challenge of systemic, cross-council change; be better able to have even more strategic conversations with partners that are inviting, coordinated, and impactful; be even more effective and evidence based in our use of resources; and most importantly, be clear that what we do is still right for our residents.

### **Changes that we are facing**

- 3.7 While we have made extraordinary achievements, the financial outlook over the coming five years holds real challenges for Islington, from potential Fair Funding reforms to ongoing savings pressures and rising and more complex demand. While the outcome of the Fair Funding Review is not yet known, the current estimate of pressure on Islington's financial position from a combination of Fair Funding Reform, savings pressures, and rising demand over the coming five years in the Medium-Term Financial Strategy shows an estimated Net Budget Gap that may be larger than in recent years, and may reach or exceed £60 million. Sustainable financial management will need to be achieved within this context.
- 3.8 Wider public sector changes are also underway that invite a significant scale of change from the council. The NHS 10-year plan, children and young people national reforms, local government reorganisation and a local government outcome framework are but some of the national changes ahead that set out different expectations for local government and how it interacts with its partners to deliver for residents.
- 3.9 Most importantly, Islington continues to grow and evolve as a borough. Resident needs and expectations are set in a changing economic and technological context. Models of service delivery that have served the council and our communities well in the past need to evolve to keep pace with our evolving communities to ensure best fit for the Islington for the future, and to ensure the most effective approach for our organisation in working together for a more equal future.

### **Pressures on how we work**

- 3.10 The volume of change at the Council will increase over the next 2-3 years. This will place pressure on our existing ways of working that the council needs to be better equipped to bear. We need to be prepared with structures and programmes in place for this.
- 3.11 We will have less money than we are used to. While we will still be able to invest in services and start from a strong and well managed financial position, we will need to think differently about how we use money to best effect. We will need continued strong evidence for our decisions and a clear view of what works for our residents.
- 3.12 How we show up to our residents and community will be under renewed pressure but will remain paramount. We cannot deliver in isolation. While we have a strong partnership,

business, and community-oriented culture, who we are to our residents and how we engage will need to be sharpened into an even stronger force for us to achieve more.

- 3.13 Finally, what we do will change. In addition to national changes, expectations of residents are evolving, and our own expectations of what we do need to evolve alongside this. We will face new choices about when or what we deliver as services, how we invite and support partners, and how we convene as a core part of delivering our purpose.

## 4. What we will do

### **Guiding change through our Policy Approaches**

- 4.1 Working together for a more equal future is at the heart of all that we do.
- 4.2 To steer our change work and provide a roadmap to a more equal future, six policy approaches are proposed to guide both our ongoing equalities work across the Council and underpin our change efforts. These have been developed through a collaborative process with the Executive, other members and informed by other stakeholders.
- We tackle poverty.
  - We challenge discrimination and structural inequality.
  - We even up opportunity for those with less.
  - We deliver places, spaces and services we all share.
  - We empower communities and partners to shape a more equal Islington.
  - We support people to improve and make the most of their lives.
- 4.3 Without more ambitious action, the financial and demand pressures over the next five years could lead to annual rounds of cost cutting and iterative reductions of our existing services. Undertaking more complex cross-council change guided by policy approaches allows for 2026 onwards to continue to be far more about working together for resident outcomes and positive, purposeful service delivery.

## 5. Council programmes of change

- 5.1 We propose two new change programmes to form the backbone of our shift as a council. These focus on what we do; how we engage with residents and the community; making every pound count; and how we work together.

## **Thriving Places – what we do and how we engage with our residents and community**

- 5.2 Thriving Places is a whole-council systems change programme focused on redesigning how we work, building services around people and place. It responds directly to the need to achieve our core purpose and improve outcomes for residents while ensuring financial sustainability over the medium term. This comes at a time of major national and local change, including public service reform, health and care integration, and growing financial pressures, making it the right moment to test new, prevention-based, place-focused ways of working.
- 5.3 The ambition of this programme is: “Building stronger, connected communities by focusing on people, place, and prevention-first services.”
- 5.4 Over the next 12 months, we will develop and test new ways of working to explore: whether services built around people and place deliver better outcomes; prevention and early help can reduce long-term pressures and costs; and empowered staff, trusted to build relationships with residents, deliver better experiences and more sustainable services; and the council, acting as the convenor of place, can bring together the NHS, businesses, the police, the voluntary and community sector, businesses, and residents to create stronger, shared results.
- 5.5 This programme builds on strong foundations already in place, including Children and Family Hubs, providing joined up support for families; Access Islington Hubs, as a first point of contact for many residents; housing teams and health and care services embedded in neighbourhoods; and key local assets that connect people, services, and communities. It also draws on established partnerships, notably the Islington Borough Partnership with NHS and health providers and the Anchor Institution Network which brings together major employers and partners with a shared commitment to Islington.
- 5.6 This programme will align and connect a range of existing initiatives and programmes including ending poverty, age friendly Islington, liveable neighbourhoods, neighbourhood health, children and family reforms, and the VCS strategy, creating a coherent and powerful borough wide framework. This will reduce duplication, close gaps, and focus collective resources and energy on shared outcomes.
- 5.7 In terms of governance, this programme will have a political sponsor in the Leader of the Council, with two Corporate Management Team co-sponsors providing strategic leadership. Progress will be reported through quarterly executive performance updates against the programme delivery plan, ensuring collective ownership across the organisation and alignment with the Medium-Term Financial Strategy.

## **Islington into Action – Making every pound count and how we work together**

- 5.8 As an organisation, we need to evolve and change to ensure we remain financially sustainable, remain ambitious and innovative for our communities and are getting the basics right for our residents, communities and businesses.
- 5.9 We have many areas of outstanding delivery, such as children services, early years, youth justice, community wealth building, climate action to name a few that we can build

upon to help make our place thrive. However, we do need to change as an organisation to respond to these different demands and expectations; and to continually evolve and improve. We need to ensure that we have an empowered and resilient workforce that puts the residents at the heart of what we do and one that is focused on people centred solutions.

- 5.10 Investing in a high performing workforce is essential if we are to deliver on our ambitions. We recognise that to create a high performing culture across the Council it will require a significant shift in how we develop the organisation. We must become more comfortable with the idea of change. This means being clear about how what we are doing is supporting the delivery of our missions and in tackling the long term challenges our Borough and communities face. We must also make sure that challenging inequality remains deep at the heart of our evolution.
- 5.11 This is why we will create a systems change programme for how we operate and function as a council internally. The ambition of this programme is for “a high performing and resilient council able to put our purpose into action”.
- 5.12 This programme will look at what we do, our structures and culture, brand and narrative, use of data and insight and resident voice, and how we can be doing things once and well inside the Council with simpler processes and consolidation to make every pound count. It will pay particular attention to organisational resilience and single points of failure or success in the ways that we work and will consider improvements through a spans and layers review, governance, use of data and evidence, brand and narrative changes, and integration of equalities further into the organisation. This is to shift culture to a more empowered and enabled workforce, with future ready skills and capabilities, within a smaller and leaner organisation.
- 5.13 This programme builds on existing work, and pairs with a variety of workforce related efforts currently underway in addition to the development of a refreshed Workforce Strategy, which will be presented to the Executive in 2026 and the delivery of the Digital and Data Strategy agreed at Executive on 26 June 2025.
- 5.14 In terms of governance, this programme will have a political sponsor, with two Corporate Management Team co-sponsors providing strategic leadership. Progress will be reported to members through quarterly executive performance updates against the programme delivery plan, ensuring collective ownership across the organisation and alignment with the Medium-Term Financial Strategy.

## 6. Major change programmes across the council

- 6.1 The two proposed programmes are building on strong foundations and existing work. These efforts will continue. However, as we implement more ‘cross-organisational’ change, coordination becomes essential to make the most of our efforts and resources.
- 6.2 There is a significant volume of in-flight change programmes at the council. These are delivering mission commitments in the Islington Together Delivery Plan, commitments in

strategies and those made together with national and local partners, commitments made as part of our MTFs and financial work, and a commitment to well managed services through operational improvement. Collectively this work represents an investment in working together for a more equal future and delivering outcomes for residents. Where it would increase the impact of the change efforts overall, we expect to realign some of the existing change work under these new programmes.

6.3 For clarity, major organisational programmes that will continue are noted below.

### **Changing Futures Together and Child Friendly Islington**

6.4 This is a multi-agency systems change programme that combines statutory reforms and services redesign to reshape the way we support and work with children, young people and families across Islington. It responds to national reforms outlined in the government's Families First for Children Partnership and Family Hubs Programme Guides, and the Children's Wellbeing and Schools Bill aiming to create a single integrated system. It includes digital and virtual family hubs, locality networks, new 0-19 multidisciplinary teams, single children identifier, service design for adolescents and SEND including transitions, and new multi-agency child protection team.

### **Ending Poverty**

6.5 The Ending Poverty Programme aims to 'turn the dial' for those residents caught in long term and sometimes generational poverty. It will scale current interventions that are working, explore how we can deliver more support in community settings and further strengthen partnership working, and deliver a Poverty Truth Commission to hear from residents with lived experience of poverty and co-design long term solutions alongside other key community and business stakeholders. This programme is now in phase 1, Enhancing Support, before phase 2 in 2026/27, Systems Redesign.

### **Resident Experience and Digital First**

6.6 The Resident Experience programme is a transformation initiative aligned with the Islington Together Plan to deliver person-centred services that are accessible, efficient, and responsive. It seeks to move from transactional interactions towards first-contact resolution, consistency across services, and improved satisfaction. Components include Contact Centre consolidation, channel shift, digital enhancements, and a savings target. This programme is a key enabler of getting the basics right for our residents and developing the infrastructure and culture to better support our person centric approach.

6.7 Digital First is a cross-cutting programme designed to embed digital service design, automation, and AI into council operations. It supports the Council's Digital and Data Strategy and is closely integrated with the Resident Experience programme. Key aspects of the Digital and Data strategy include simplifying access to services, empowering our teams, services and partners, and harnessing data and fostering collaboration.

## **Cleaner Islington and Liveable Neighbourhoods**

- 6.8 The cleanliness and quality of local neighbourhoods; the standard of maintenance of our streets and communal spaces, green spaces and other civic spaces; the accessibility of recycling services; the timely and careful collection and disposal of waste and recycling; and the quality of cleansing and waste collection services are all important barometers the public use to judge how they feel about their neighbourhoods and the borough as a whole, how well they consider it is being managed, and its suitability as a place in which to live, work or operate businesses in, or visit. The Cleaner Islington programme will ensure coordinated actions to ensure improved cleanliness and orderliness of public spaces and support residents through empowerment and connection, towards civic pride.
- 6.9 Liveable Neighbourhoods (LNs) are the Council's primary delivery model for delivering holistic transformational change to Islington's streets and places. The Council is committed to improving neighbourhoods across the borough to create a cleaner, healthier, safer, liveable and inclusive Islington. By listening to and engaging meaningfully with local people when developing and delivering LNs the Council can take a placemaking 'whole of neighbourhood' approach that takes a preventative approach to addressing local issues. Benefits include greater community cohesion, climate resilience, addressing crime and anti-social behaviour and improving health and wellbeing outcomes. Proposals are developed in partnership with local people, businesses and members. In addition to traffic and transport considerations, proposals are developed in consideration of a range of evidence, insights and analysis, including (but not limited to) public safety, climate risk and resilience, as well the day-to-day operation of the neighbourhood.

## **Homes and Neighbourhoods improvement programmes**

- 6.10 There is a wide-ranging long-term programme of improvement running across Homes and Neighbourhoods responding to the Governments legislative and regulatory agenda for social and private rented housing. This includes specific workstreams for Awaab's law, the regulator for social housing consumer standards, policy and procedure updates as well as operational service delivery improvements, correlated to the Council's core mission for a safe place to call home alongside change work related to private renters and tackling anti-social behaviour.

## **Celebrating Islington**

- 6.11 Islington is an amazing, vibrant North London borough with a rich history of challenging norms and inspiring progress. Today, Islington is a thriving community in a super-connected global city, making it a great place for innovation and growth as well as a home to individuals, families, different cultures and faith groups. Islington is always changing and full of new opportunities, even as the advantages our borough has to offer are not yet shared widely enough with all the people who live and work here.
- 6.12 With so many fantastic assets, spaces, and places, we should celebrate who we are as a borough for our residents. Our role as the Council includes connecting communities and residents to what happens in the borough, and some of the amazing events, spaces, and places shared by our communities, VCS, businesses and partners.

- 6.13 The Celebrating Islington programme is a newly proposed programme about building civic pride, highlighting events and acting alongside our strong resident, community, VCS, business, and institutional partners in the borough. It reflects our convening role as a Council in a new way. It has both operational and change programme components.

## 7. Themes and governance to support delivery of our change

- 7.1 Our change work needs to be preventative and empowering of our residents. In practice, this calls for making the most of our capabilities in digital, resident voice and insights and evaluation, public health, and partnerships. We will embed this into internal governance and ways of working.
- 7.2 Overall member governance of programmes will be through quarterly performance reporting to the executive on progress and an executive sponsor for each programme.

### **Continuing our ambitious focus on digital first**

- 7.3 We have made significant strides through the digital strategy, digital roadmap, and Resident Experience programmes to modernise how we operate and empower our residents, teams, and partners. This work will continue and grow, with digital approaches forming a part of all our major change programmes.

### **Starting with our residents, well supported by data, insights, and evaluation**

- 7.4 Our participation and engagement team will continue to expand their work across our change programmes to reflect local resident voices in design and implementation. We are also consolidating data and insights capabilities where possible so we will be even better able to serve the organisation with clear and well evidenced views of what works and is the best use of our resources for residents. This will form a part of all our major change programmes. This sits alongside ongoing work in Evidence Islington, our strong insights into poverty and economic development, and our health in all policies approach.

### **Integrating a health in all policies approach into change efforts**

- 7.5 Our Joint Health and Wellbeing Strategy for 2025-2030 aims to improve health outcomes and reduce inequalities, as we know that these are essential to enable residents to thrive. The strategy aspires for health across the life course, so residents can start well, live well, age well and benefit from healthy environments. To support this strategy and consistently embed this approach across all our work, public health perspectives will form a part of all our major change programmes.

### **Advancing our partnerships and role of the Council in the community**

- 7.6 We are implementing a strategic partnerships framework and evolving how our VCS partnership teams operate. Through the proposed change programmes, we will be exploring ways of working that are likely to change the relationship between the Council and our statutory and non-statutory partners.

## **Embedding themes into internal programme governance**

- 7.7 New programmes will be supported by a programme board with standing representation from key enablers of change across the council. This will include Digital, Data and Insights, Communications, Public Health, Finance, and Policy and Equalities. This supports integrated workplans across these services and for our change resources to work more efficiently together.

## **8. Strengthening our capacity and capability in change**

- 8.1 We are pursuing a range of other actions to strengthen the council's ability to deliver coordinated change well. This is to be ready for a much higher volume of change than that experienced in recent years due to financial pressures and the Fair Funding reforms. This preparation is particularly important for MTFS related change, as a failure to deliver these commitments would carry financial risks for the Council.

### **Maturing the council's change architecture**

- 8.2 The council's change architecture and existing ways of working are not well equipped to handle a sudden increase in the volume of change. This is noted in the Peer Review.
- 8.3 We are implementing a change programmes framework, change portfolio management, a Change Network, and a Programme Centre of Excellence to improve the visibility of the entire council change portfolio and make it easier to manage interdependencies effectively. This is important in advance of an increase in MTFS driven change efforts and draws on centres of expertise already in place in the council. This responds to Peer Review recommendations.
- 8.4 More broadly, we have renewed efforts to embed cross-council working and resilience, creative challenge, and a wider ability to deploy resources into programme architecture without incurring extra costs.

### **Implementing an enabling centre for change**

- 8.5 Most change capabilities are spread across directorates of the council. This limits the effectiveness in the scoping, design, and delivery of cross-council change. This is noted in the Peer Review.
- 8.6 We are making structural changes to address this, to mitigate risks and to enhance the quality of design and delivery of cross-organisational change.

### **Resource envelope required to deliver an increase in MTFS change**

- 8.7 Prior to Fair Funding, the council faced rapidly increasing financial pressures and demand just to stand still with the current portfolio of high-quality, responsive services. The impact of Fair Funding may add further delivery pressures to our existing direction of changing how we work, how we resource ourselves and fundamentally what we do.

- 8.8 Given inflationary pressures remain difficult, organisational change is essential to achieve sustainable savings, improve service outcomes, and embed a culture of reform. Investment in change is not discretionary; it is a prerequisite for long-term financial resilience and public value.
- 8.9 A total investment of up to £3 million over four years is required to support a structured programme of organisational change. This funding will be allocated across the following areas:
- Programme leads: Responsible for overall programme delivery, stakeholder engagement, benefits tracking and transition into operations.
  - Enhancing Strategic Human Resources advice: Supporting workforce transformation, skills development, and change management.
  - Project managers and change delivery leads: Ensuring timely and effective implementation of change initiatives.
  - Business analysts: Providing evidence-based analysis to inform decision-making and cross-organisational process redesign.
  - Business improvement specialists: Leading service reviews and cross-service and cross-organisational process improvement and implementation.
- 8.10 There will be a programme of maximising existing internal resources, reallocating, reprioritising and upskilling the workforce to deliver elements of the programme, but external expertise may be required for specialist projects. Organisational responsibility for delivery will be split across the portfolios within the Corporate Management Team, with central strategic coordination. An enhanced governance structure will be put in place to assure delivery and facilitate transparent progress updates.
- 8.11 Given the current funding deficit on revenue budgets, there is not a sustainable revenue budget to meet this demand. The proposed funding strategy is a Flexible Use of Capital Receipts generated from the Stansted land disposal.
- 8.12 The council intends to use a facility known as the “flexible use of capital receipts” to help fund the cost of organisational change. In simple terms, this means we will take the money received from selling land at Stansted (a “capital receipt”)—in this case, £3 million—and use it for specific transformation projects instead of spending it on new buildings or infrastructure, which is how capital receipts are usually used.<sup>1</sup> Doing this means that the £3 million will not be available towards our capital programme and we would have to borrow more money, increasing our borrowing costs by roughly £300k per year. However, the savings generated by making these organisational changes are

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<sup>1</sup> The disposal of land at Stansted was agreed by Executive on 26 June 2025 as per the Commercial Property Strategic Review [Report No. I031064], paragraph 1.3.

expected to be greater than the additional borrowing costs, making it a sound financial decision. The alternative would be to use money from our reserves (our savings), but that would reduce our financial resilience and mean we miss out on earning interest—currently around 5%. By opting to use the capital receipt, we keep our reserves at a higher level, which is better for our long-term stability.

- 8.13 Use of this envelope will be a decision of the Corporate Director of Resources in consultation with the Executive Member for Finance and Performance following advice from the Strategy and Programmes Lead. Any specific programme investment above this would be subject to a separate business case for appropriate financial approval.

## 9. Key impacts and risks of the proposal

- 9.1 The key impacts and risks of the proposal are set out above. As the programmes referred to in this paper will influence the Council's actions in the future, risks and impacts will be considered on specific programmes and actions as they are developed and implemented.

## 10. Contribution to the Islington Together 2030 Plan

- 10.1 This proposal contributes to the Islington Together 2030 Plan by supporting ongoing delivery of the plan and missions overall, as set out above.

## 11. Consultation and Community Engagement

- 11.1 This proposal is not subject to any specific consultation requirements. Specific programmes referred to in this paper may set out actions that would be subject to consultation and community engagement, and this would be undertaken at the time of these specific programmes or actions being developed and brought forward.



## 13. Implications

### **Financial Implications**

The financial implications are set out in the report above.

### **Legal Implications**

There are no direct legal implications arising from this report. However, as specific programmes and actions are developed and implemented, each will require legal advice to ensure compliance with statutory duties, procurement law, employment law, equalities and governance. Any use of capital receipts for transformation projects must comply with statutory guidance and the council's constitution. Legal Services should be consulted at the appropriate stage to ensure all relevant legal requirements are met.

### **Climate Change and Environmental Implications**

While the programmes referred to in this paper will influence the Councils actions in the future, this paper does not have specific environmental or climate implications. Environmental assessment will be undertaken at the time of the specific programmes being brought forward.

### **Equalities Impact Assessment**

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

The Equalities Impact assessment has been completed. No negative impacts have been identified, as this proposal is for investment in a structured programme of organisational change. Individual EQIAs will be completed for proposals resulting from this change programme which will explore any equality impacts in more detail.

## 14. Timetable for implementation

The financial investment will be available up to the next four years. Delivery plans will support each programme in turn, setting out the specific timetable for each. Most work envisioned in this paper is expected to be implemented over the next two years, from 2026/27 to 2027/2028, with the initial organisational infrastructure to deliver to be in place from 2025/26 to early 2026/27.

### Appendices

- Appendix A: Policy Approaches

**Background papers:** None

### Relevant decisions and documents:

- [LGA Corporate Peer Review 2025](#)
- [Islington Together 2030 Plan](#)
- [Islington Together Delivery Plan 2024-2026](#)
- [Islington Together Next Steps](#)

### Report approval:

Authorised by: Leader of the Council

Date:

(endorsements – legal (Sonal Mistry), environmental (Wayne Stephenson), financial (Paul Clarke), equalities impact (Damien Cole))

## Appendix A: Policy Approaches

### **7. How we deliver our purpose**

Making a more equal future for Islington is a complex challenge. There's no one simple answer or quick fix. Instead, we have 6 policy approaches that guide our work...

- 1. We tackle poverty.**
- 2. We challenge discrimination and structural inequality.**
- 3. We even up opportunity for those with less.**
- 4. We deliver places, spaces and services we all share.**
- 5. We empower communities and partners to shape a more equal Islington.**
- 6. We support people to improve and make the most of their lives.**