

Islington Town Hall, Upper Street, N1 2UD

Report of: Leader of the Council

Meeting of: Executive

Date: 18th July 2024

Ward(s): All

Subject: Islington Together: Next Steps

1. Synopsis

- 1.1. There is much to be proud of in Islington. It is an extraordinary place with a clear purpose to create a more equal future for Islington communities. We are a juxtaposition in wealth, income and access, with 225,000 residents living in only 15 square kilometers. We have 16,321 people living in each square kilometer making Islington the second densest borough in London; we are the 53rd most deprived Borough in England, with 28% of our children living in income deprived families, we have the 4th highest levels of pensioner poverty in London and 74% of our children are non-white British. Conversely, 96% of our schools are outstanding and good, we have strong economy, with a strong cultural and voluntary and community sector.
- 1.2. Islington Together 2030 provides a strong vision for the future of our Borough across five missions: child friendly; safe place to call home; fairer together; greener and healthier; and community wealth building. We want Islington to be a place where people know their children will get the very best start in life, where people can access help and support when they need it and where wealth is created and enjoyed locally. A place where people can live sustainable, happy and healthy lives.
- 1.3. This report outlines the next steps the Council should take in delivering against the vision determined by Members and in supporting the change required to respond robustly to the changing landscape in Islington and more widely in local government. The report is based on our current performance, the results from our

colleague survey, feedback from introductory sessions and discussions between our new Chief Executive and colleagues, councillors, trade unions, staff networks, partners and businesses.

2. Recommendations

2.1 The Executive are asked to:

1. Endorse the way forward set out in this report.
2. Agree to the Islington Together Delivery Plan 2024 to 2026, as outlined in Appendix A and note that the associated performance indicators that will be reported quarterly to the Executive from the autumn 2024.
3. Note the business planning framework that is being designed and piloted for implementation in late 2024/early 2025 as outlined in section 3.8 and Appendix B.
4. Agree to the establishment of an Islington Together Change Programme and governance, as outlined in section 3.10 to 3.18.
5. Note the response to the requirement for local authorities to produce Productivity Plans, as outlined in section 3.19 and Appendix C.
6. Note the top-level structure for the Corporate Management Team as outlined in 3.21 to 3.25 section of this report, subject to formal consultation with affected colleagues.
7. Note the proposals on working with our partners outlined in section 3.36 and suggested next steps through discussions with partners.
8. Note that naming conventions will need to change in the Constitution to reflect the new Corporate Management Team structure e.g. financial regulations and the scheme of delegation.
9. Agree to a Local Government Association Corporate Peer Review in late 2024.

3. Background

3. Delivering our Vision

- 3.1. Islington Together 2030 provides a strong vision for the future of our Borough across five missions: child friendly; safe place to call home; fairer together; greener and healthier; and community wealth building. Islington has a reputation for innovation and creativity and continues to be transformative for its communities.

This vision and purpose are supported by an organisation that is passionate and wanting to do their best for the place and those who live, work and visit Islington.

- 3.2. Islington has had strong stewardship of its resources and its finances. It has weathered through challenging financial settlements over the last 10 years and has continued to deliver on its ambitions for its residents. We have diverse communities with 60% of Islington's population identifying as non-white British; we have significant differences in life expectancy between the least and most deprived areas (11.3 years for men and 5 years for females); with 34% of adults over 60 and 28% of our children living in income deprived households. Conversely, the demand for services continues to increase in both children and adults, but also in support to asylum seekers, complex mental health, supporting those presenting as homeless and in the provision of temporary accommodation. These demands have continued to put pressures on our budgets and present ongoing challenges to ensure all our residents thrive and live long, fulfilling and healthy lives. We have had to make savings of almost £300m since 2010 and we expect a further £63m reduction to our revenue budgets will be required from 2025/26 to 2027/28.
- 3.3. With the population growth in Islington expected to be 5% by 2032, we will continue to see an increase in demand for our services, whether universal place services, housing or in our people services such as children services. Our communities are continuing to experience the impact of the cost-of-living crisis which has compounded the deprivation and levels of poverty that our communities already experience, and whilst we have been able to provide some temporary solutions for families through the Household Support Fund; these are not guaranteed in the long term.
- 3.4. We also cannot respond in isolation. Islington has a strong partnership, business and community focused culture. If we want long term preventative interventions, we need to continue to build upon the collaborative early intervention work started on Fairer Together and harness this collective energy from the public, private, knowledge sector and voluntary sector as we move forward. This means we need to continue to have robust partnerships if we are to make the systemic change to improve the lives of our residents. We also need to cement the strong desire to engage the community and to use the voice and influence of our communities to drive change.
- 3.5. As an organisation, we also 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. We have many areas of outstanding delivery or innovation, 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. We have been keen to know ourselves and we know where we need to improve, such as in delivering a good quality customer experience. These are areas we need to get right for our residents and there will be continued focus on this over the coming months.

3.6. Yet, the ambition to create a more equal future for our Borough remains unfettered. It is single and shared ambition that is deeply felt within the organisation. However, we do need to change as an organisation to respond to these different demands and expectations; and to continually evolve and improve. We cannot stand still. We need to use our CARE values (collaborative, ambitious, resourceful and empowering), along with data and insight, to ensure our public purpose remains focused on the people we serve, in delivering high quality services, in creating a more equal future and in challenging inequalities across Islington. We need to actively work together, across organisational boundaries, using our collective resources to maximum the impact for our residents and communities. 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. One that remains unwavering in delivering the Islington Together 2030 plan and in delivering high quality outcomes every day for our residents.

Delivery Plan

3.7. In understanding that context and our foundations at Appendix A is the Islington Together Delivery Plan, which is an outline of the key deliverables for the next two years for the organisation. This covers key activities against our five missions: child friendly; safe place to call home; empowering people (renamed from fairer together); greener and healthier; and community wealth building. This provides a single programme of delivery against the Islington Together 2030 plan for the next two years and outlines the key milestones and measures of success. It identifies those key activities that support the organisation to address the long-term challenges that our Borough and communities face and is built upon the plans within Directorates.

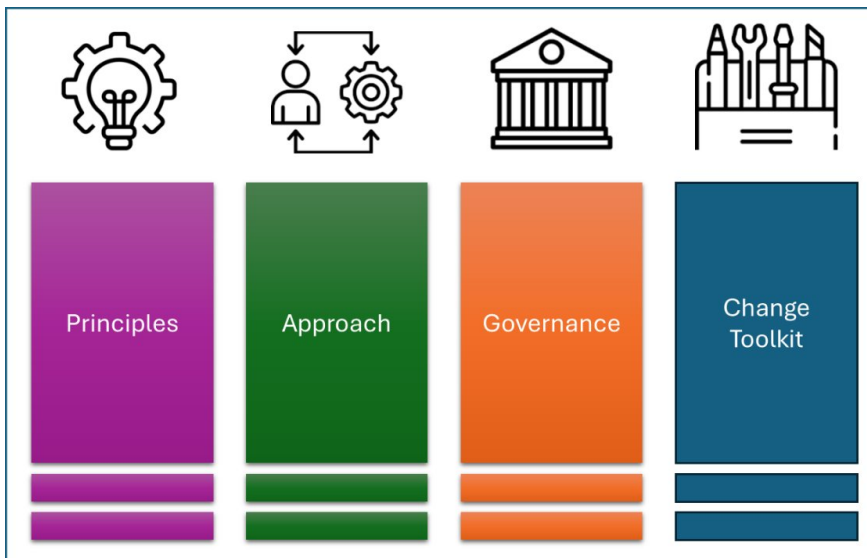
3.8. Underneath the Islington Together Delivery Plan will be Directorate and Service Plans outlining how each part of the Council will contribute to its delivery; alongside how we will deliver important everyday services and statutory responsibilities. This will then assist in the Check In process where each colleague in the organisation can see how their work, role and responsibilities feed into the Service, Directorate and/or Delivery Plan. A new approach to service planning will be piloted over the summer for implementation across the Council in 2025 and further detail is provided in Appendix B.

3.9. A new suite of performance indicators is being developed to demonstrate the progress against the Islington Together Delivery Plan and the performance indicators will be reported to the Executive on a quarterly basis to ensure transparency, grip and pace in delivery. This will provide clarity on how we tackle long-term challenges through the missions and demonstrates both progress and success. These will be presented to the Executive in the autumn.

Delivering Change

3.10. Underpinning the Islington Together Delivery Plan and the Medium-Term Financial Strategy for the Council, we need a single programme of change focused on delivering the outcomes set out in Islington Together 2030, whilst making sure we deliver people centred outcomes, high quality services and that our organisation remains resilient and financially sustainable for the future.

3.11. We will have a Change Framework to organise how we will deliver change across the organisation, which provides both consistency in our approach and flexibility for leaders and managers. This will be focused on:



3.12. A set of key principles by which we will adopt change, have been developed through discussions with the senior leaders, and are:

- Start with our residents; understand need then plan collaboratively.
- Focus on Islington Together, our missions and the outcomes.
- Design informed by data and insight.
- Do it together and empower others.
- Test, learn and evaluate (remember what elements work already).

3.13. Our approach will be focused on providing transparency for all colleagues in the Council on how we will approach change. We need to continue to remain curious about what is good and how others are innovating so we deliver high quality everyday services for our residents, with data and insight being the lynch pin of our decision making. We also need to be comfortable with learning because when we innovate it might not always go as we expected or to plan. It is important to learn, change and adapt quickly and this why our principles for change are key.

3.14. Therefore, our approach to change will be simple and focus on:

- Initiate
- Discovery
- Design
- Deliver

3.15. Further work is being undertaken to finalise the Change Framework and supporting tools for colleagues and this will be launched in the summer.

3.16. The Islington Together Change and Savings Programme is also being developed and will be presented to the Executive in the autumn alongside the Medium-Term Financial Strategy. Given the proposed level of change, consideration will be given to strengthening the strategic leadership in this area, under the renamed Directorate of Communities, Strategy and Change to ensure delivery of this programme alongside the senior leaders of the organisation.

3.17. The overall governance to support the Islington Together Change Programme will be:

Corporate Management Team	To meet monthly as a <i>Change and Risk Board</i> and to lead the overall Change Programme, particularly those with a significant financial, reputational, or organisational impact.
Directorate Management Teams	To meet regularly and to lead the change specific for the relevant Directorate.

3.18. Budget and Performance meetings are being established for each Directorate. These will be chaired by the Chief Executive to ensure a greater focus on performance management, financial management, improvement, and accountability in line with Member expectations and ambitions. These will meet every two months and inform the performance reporting into the Executive on a quarterly basis.

Productivity Plan

3.19. Government has introduced a new requirement for Local Government to produce Productivity Plans. The requirement is for these plans to be themed around:

- How have you transformed the way you design and deliver services to make better use of resources?

- How do you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources?
- Your plans to reduce wasteful spend within your organisation and systems.
- The barriers preventing progress that the Government can help to reduce or remove.

3.20. Appendix C, the Delivery Plan and the Summer Medium Term Financial Strategy (MTFS) outlines collectively the key answers to these questions and will be provided to DLUHC on 19 July.

Managerial Leadership Capacity

3.21. The managerial leadership of the Council is undertaken by the Corporate Management Team, and this has a number of vacancies and acting up arrangements. We need a stable senior leadership team to deliver the financial challenges, the Islington Together Delivery Plan, and the Islington Together Change Programme for the council. This paper outlines a stabilisation of responsibilities designed to ensure capacity for delivering the ambitious plan set out by Members and in recognition of the size of our housing stock, our workforce, the complexity of wider system working, the increased regulatory framework and appropriate management of risk.

3.22. Therefore, the two vacant posts at the Corporate Director level will be recruited to and these will be: Corporate Director for Homes and Neighbourhoods and the Corporate Director for Climate and Environment. Reporting lines for the Climate and Environment Directorate will revert and the Director of Community Safety, Security and Resilience will continue to report to the Corporate Director for Homes and Neighbourhoods.

3.23. A new role (Corporate Director of Health and Social Care) will be created, within existing budgets, to recognise the importance of the wider health system, including the Integrated Care Board, health providers, commissioners and neighbouring Boroughs. It will have responsibility for the adult social care and public health Directorates. This role will build effective relationships within the health system and focus on securing the wider public health outcomes for our Borough. Further consideration will be given to the wider role of wellbeing and the connections and consolidation that will be required across the Council. This role will be ringfenced to the appropriate Directors.

3.24. The current Community Engagement and Wellbeing Directorate will be renamed to Communities, Strategy and Change, along with the Corporate Director's job title. Subject to consultation, there will also be changes at a senior level to strengthen the strategic leadership around residents, strategy and change. Any

changes to this Directorate will be subject to separate consultation led by the Corporate Director and will be contained within existing budget envelopes.

3.25. There will also remain 'dotted line' reporting to the Chief Executive for all statutory roles as part of this change and all those in these statutory roles will be invited to participate in the weekly Corporate Management Team meetings. The council has a well-established Organisational Change Procedure and all changes to roles will be subject to consultation with affected colleagues and the Council's recognised trade unions.

Delivering Together – Changing the Way We Work

3.26. The Islington Together 2030 plan outlined the way in which we needed to change the way we work as a Council with our communities, partners, businesses and stakeholders, to ensure we are:

- putting communities at the heart of everything we do
- embracing innovation and creativity
- enabling dynamic leadership and governance
- using communication and storytelling to connect with our residents
- investing in a high performing workforce
- ensuring impact for local people.

3.27. The new Chief Executive, since starting, has also been engaging with and meeting many different colleagues through specific engagement sessions (called *Time with Victoria*), introductory conversations with the councillors, trade unions, staff networks, senior officers, the Leadership Network, partners, businesses, VCFSE, academic and schools to hear the voices and views of how we work as an organisation, with our partners and with our communities. The next section of this report outlines the key areas of focus so that we are maximising the impact for our communities in the delivery of Members ambitions and in the delivery of everyday services.

Working with our Communities

Communications, Engagement and Community Voice

3.28. As we deliver the Islington Together vision and Delivery Plan, we will need to keep up to date with changing views and emerging evidence to ensure our approach continues to make sense for local people. This means offering a variety of opportunities to get involved which meet different interests and needs and having a presence across the borough as part of the community of people who live, work and study here. This will form the backbone of our new Communications and Engagement strategy.

3.29. We also need to support the engagement within the organisation and we need to ensure that all colleagues have the opportunity to input into the delivery of our missions, in shaping services and wider change, and in feeling empowered to contribute to the future of the Council. Therefore, the following engagement mechanisms have been implemented by the Chief Executive:

- Directors Forum (monthly)
- Islington Leadership Network (every 6 weeks)
- Monthly Meet Up (for all colleagues, starting in July)
- Colleague Conference (each year)

3.30. We will work to build on the important Partnership Agreement that we have signed with our trade union colleagues, ensuring that those relationships remain strong and effective to best support engagement with their members. We will also continue to support our well-established staff networks (namely, the Race Equality Network, Carers Forum, Women's Forum, Disability Network and LGBTQ+ Network). It is important to ensure that all colleagues have a voice, especially those who are underrepresented in our workforce or on the frontline; and that we ensure there are no barriers to participation and progression.

3.31. But this cannot just be about how we engage or communicate. We need to create a more radical approach to how we work with our residents and communities, continually putting the person at the centre of what we do. This means a focus on solutions created with our communities being at the heart of our approach and our colleagues feeling empowered to make change and make decisions at the point at which it counts for our residents. We believe that having the people with direct experience of the issues we are trying to address involved in designing solutions is, in itself an important part of creating more equal and just systems which empower local people. We have some great examples of this in Islington such as the co-produced Adult Carers Strategy or the Participatory Budgetary approach in Nailor.

3.32. However, these approaches need to become the norm and to recognise this the mission on Fairer Together will be renamed to Empowering People. There are opportunities to build on some emerging ideas and work particularly around community voice and influence to drive an innovative and grass roots approach to working alongside our communities to enable them to influence and shape their own outcomes and moreover, to tackle the disproportionality faced by many. It also provides an opportunity to consider community led and geographical led provision and consider how we base ourselves in the heart of communities through our hubs and community centres. Work on community voice is being developed and will come forward to the Executive in due course.

Digital and Resident Experience

3.33. We need a continued and relentless focus on our residents and our communities. A programme of change is underway through our Resident Experience Programme – this needs to go faster and deeper to ensure our residents remain at the heart of what we do. It needs to be a core part of how we do things and how we embed putting residents at the heart of our work. Our newly appointed Director of IT and Digital Services will be taking forward our ambitious plans for our digital transformation and consideration will also be given to changes at a senior level within the Communities, Strategy and Change Directorate to strengthen the strategic leadership to drive forward a resident centric culture focused on the necessary channel shift, digital inclusion and improvements required in our complaints handling and correspondence. This will build on the changes we have implemented so far. The focus being on providing residents with a first point of contact resolution wherever possible and working with our voluntary and community sector partners to deliver joined up services where they are needed.

Data and Insight

3.34. To do this we need to link data and insight, resident, community and business feedback into our services to ensure we are focused on the evidence that will help deliver against our missions and outcomes. We will want to know that our services are well run and operate effectively, and the new Budget and Performance meetings and regular performance reports to the Executive and into the Scrutiny Committees provides strong oversight by Members. However, we will also want to focus on being transparent about the difference we have made against the missions and in creating a more equal future. This means we need to understand our long-term trajectory.

3.35. The Wellbeing Index has been designed to measure the wellbeing of our borough. This is a tool which will bring together different social, economic, and environmental data to provide a picture of what Islington is like as a place to live and work. This tool will support the organisation to assess long-term impact on what matters to us most, to see how different parts of people's lives are getting better or worse to continue to inform the response set out in this plan. We need to consider how we maximise and harness our data and insight capacity, through work such as Evidence Islington which will allow us to capacity build in this area. However, our current data insight operating model requires a change if we are to truly invigorate our ambition on being a data and evidence led organisation. Over the past year we have made progress in building some solid foundations to build capabilities that improve our ability to generate information and intelligence, but we must now embrace change and consider how we can further advance and consolidate data and insight so that we are able to maximise the expertise, skills and tools for the benefit of the whole organisation.

Working with our Partners

3.36. Islington has some extraordinary partners and partnerships in place, whether with statutory partners such as the police, health and fire; or with our Anchor Institutions, our voluntary and community sector, our academic and education sector or our business sector. We have a wealth of expertise, capacity and capability in our Borough through these partnerships. However, we cannot stand still and our interactions with our partners need to continue to be purposeful and impactful. We need to continue to work together to maximise that energy to ensure we can continue to collectively tackle the challenges, our borough and residents face, together. We need to create people centred change with our partners, focused on the most challenging and intractable of our issues such as poverty, mental health. We need to bring leaders invested in Islington together to share expertise and innovation from their own areas, whether that's business, voluntary and community sector, or academia. To do this we need to refresh our partnership approach, so we are maximising time, effort and impact and convening the strategic place for all key partners to come together to outline and deliver change for the Borough. The approach and format of what this approach should be needs to be determined with partners with a view that in 2025 we hold a Borough wide conference to discuss and set out our joint responses to the key challenges facing Islington.

Working within the Council

Challenging Inequality

3.37. For a more equal future is the underpinning purpose for Islington Together and is the single unifying vision for our Council and our Borough. The levels of inequality experienced in our Borough present significant challenges and require us to act to tackle, with our communities and partners, long standing challenges around deprivation, poverty, and associated issues from precarious employment, increasing rent prices, child poverty and ongoing cost of living challenges.

3.38. Our Challenging Inequality strategy was developed during 2020 at a time of turbulent change on the local, national, and global landscape, following the murder of George Floyd and the stark inequalities that were exposed by the Covid pandemic in the UK. Both the aftereffects of the murder and the effects of Covid, impacted greatly on the Black, Asian and multi ethnic communities, including those from the African and African Caribbean communities along with LGBTQ+ residents, those affected by socio economic inequality and those people living with disabilities or long-term health conditions. The programme has since made good progress in positioning inequality as a council priority and ensuring that residents are placed at the heart of what we do. A review of the programme provides an opportunity to identify what we have achieved, measure the impact and, more importantly the next steps and actions we need to take. We need to consolidate our efforts to ensure that the programme is

fully integrated into the fabric of the organisation and underpins why, what and how we deliver against our missions.

- 3.39. We must remain relentless in our endeavours to ensure we are achieving our ambitions for a more equal Islington, in and outside of our organisation. We need to ensure we are an inclusive organisation providing more opportunities to learn and empower colleagues in a safe and open environment. This includes showing our humility and understanding of different cultures and different protected characteristics: gender, race, religion/belief, disability, age, sexual orientation, gender reassignment, those with caring responsibilities and those with multiple protected characteristics. Our staff networks play a vital role in our organisation and have achieved many positive changes such as the workplace passport, work on hidden disabilities or participating for the first time in London Pride. It is important to bring the staff networks together, with HR and the Corporate Management Team, including the Chief Executive, on a regular basis to improve the experiences of all colleagues, to provide voice and action for the change our colleagues want to see. A Corporate Director will be identified to support each staff network and the co-chairs.
- 3.40. Other activities will include, but are not limited to, the development of a Challenging Inequality delivery plan to outline the achievements and actions completed to date along with identifying remaining targets, timescales and key performance indicators. We will benchmark ourselves against the Equality Framework for Local Government and work towards the achievement of Unison's Anti Racist charter; adopted in 2023. Revised governance will be also implemented to bring better reporting, transparency and openness to the changes we are making through strong engagement with our staff networks and trade union colleagues so we can clearly communicate the impact on a on a regular basis to residents, colleagues, and other stakeholders.

Culture, Values and Behaviours

- 3.41. In Islington, our CARE values (collaborative, ambitious, resourceful and empowering) outline how we want to work and inform how we do things. These values are important to colleagues and 90% of them tell us that they understand how they are expected to demonstrate the values in their work; we need to ensure that they are embedded in all that we do. We need to ensure our values shine through in everything we do from people strategy, procurement, social value policy, communications to engagement.
- 3.42. Investing in a high performing workforce is essential if we are to deliver on our ambitions. We recognise that in order 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. Our investment

in creating a high performing workforce has started with our new approach to performance development, known as Check Ins. We must be transparent about our expectations so that everyone knows how important it is to do their job well, meet their objectives and live the council's values and ambitions to tackle inequality.

- 3.43. There have been emerging themes from the Colleague Survey completed in February and March 2024, and through conversations with colleagues, the staff networks and Trade Union representatives, about the need for increased consistency, a learning culture, development programmes for those in management and a clear learning offer for all colleagues, clear values and behaviour alignment and visibility. We are already delivering a new 'Leading with CARE' programme to ensure all those in senior leadership roles have the right skills and behaviours to lead Islington in line with our aspirations and our values. However, we need to continue to ensure our colleagues thrives, that we build upon the passion and dedication of our colleagues and to do that, we must have a workforce that feels well led, well trained and supported.
- 3.44. Our recent colleague survey told us that a quarter of respondents do not feel that there are opportunities to progress their careers and we need to actively consider how we support progression, how we nurture and grow talent and actively respond to this feedback. Building on our successful management apprenticeships we are also investing more in our development offer for all colleagues to support their career development, ensuring that we are able to reach our front-line colleagues, 40% of whom are also our residents. This means providing a clear management programme for established, first time and aspirant managers and to ensure there are opportunities for all colleagues to take part in up to 5 days of development each year.
- 3.45. Although 84% of our colleagues told us that they feel a sense of personal accomplishment in their roles, fewer than half told us that they feel recognised or rewarded for performing well in their roles. We know feeling recognised is an important factor in engagement and we will enhance our successful annual employee CARE Awards with more opportunities for all year round recognition. We will talk to colleagues and trade unions about what this could look like and implement a programme of recognition over the coming year.

Governance

- 3.46. A new Constitution and Scheme of Delegation is the backbone of our organisation and will enable increased transparency of the Council, Executive and officer decisions. Once the Constitution has been reviewed, which is subject to Full Council agreement, the proposals are to produce revised Schemes of Delegation, updated financial regulations, Chief Officer delegations; with a fit for purpose Constitution supporting the objectives in this paper. This will be supported by the implementation of a council wide development programme on governance for Members and officers. This will increase the transparency and confidence on how these decision-making systems work and create clear operating spaces for Members

and officers and reduce any risks of issues such as those raised in recent Public Interest reports. Consideration will also be given to any further realignment of relevant boards, associated structures and support functions to ensure there is appropriate governance oversight and compliance.

3.47. The emphasis on CARE values clearly extend to the importance of the member officer relationship. This is a crucial component of effective governance. Member officer engagement can be increased with clear delineation of roles and functions to facilitate the corporate governance agenda. This has initially been progressed through the introduction of governance sessions at the earliest stage of the colleague journey at our corporate induction. This has been a valuable support in moving the governance processes forward with a clear understanding of Islington's Constitution and will increase the success of the next steps to be taken forward with engaged corporate buy-in.

Assurance and Compliance

3.48. With an increasing regulatory framework on local government: Ofsted, CQC, Social Housing, OfLoG, it's important we continue to have robust assurance and compliance frameworks supporting the way in which we lead and manage the Council. We remain outstanding for Children Services, and we have been keen to 'know ourselves' through a LGA Adults Peer Review and a Shadow Social Housing Regulator assessment. These have provided us with a strong self-awareness and work is ongoing to deliver on those areas of improvement.

3.49. The importance of knowing ourselves and learning from others and the challenges we have faced will continue to remain important. Our change principles outline the importance of learning and testing new ways and models of doing things. We need to remain curious and learn from others and our communities. We should not expect to have all the answers. We need to create convening spaces where we can bring people and stakeholders together to build upon our strengths, the knowledge and expertise in our Borough.

3.50. Therefore, it is recommended that we undertake a LGA Corporate Peer Review in late 2024, to understand the next steps we need to take in our journey to deliver the Islington Together 2030 vision for Members and to ensure we continue to have strong foundations for the future. The LGA Corporate Peer Review is part of the sector led improvement and support mechanisms in place to support all local authorities and should be undertaken every 5 years.

4. Implications

Financial Implications

- 4.1.1. This report is multi-faceted and asks the Executive to agree and note a number of strategies and changes across the Council. The main points covered within this report is to ask the Executive to agree to the Islington Together Delivery Plan for 2024 to 2026, to note the business planning framework that is being designed and piloted for implementation in late 2024, to note the proposals on working with partners, agree to the establishment of the Islington Together Change Programme and governance, note the requirement for the Council to provide a productivity plan, note the top-level structure for CMT, note the naming conventions that will change in the Constitution to reflect the new CMT structure and finally, to agree to a LGA Corporate Peer Review in late 2024.
- 4.1.2. All of the above-mentioned activities and change programme will be met from existing revenue budgets across the Council, and this includes the top-level structure changes for Corporate Management Team.
- 4.1.3. The Council's Medium Term Financial Strategy expects a funding gap of £70m over the three-year period (2025/26 to 2027/28). The change programmes and initiatives that this report identifies will help provide the capacity, expertise and innovation required to identify and deliver savings to ensure we balance the budget over the medium-term whilst ensuring we deliver on our priorities to residents.
- 4.1.4. Through supporting the various statutory and sector led inspection, assessment and improvement processes the Council will be ensuring its services to residents are high quality and provide value for money.

Legal Implications

- 4.1.5. Part 1 of the Local Government Act 1999 provides a statutory requirement for local authorities to make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination economy, efficiency and effectiveness.
- 4.1.6. The Council must follow all required statutory obligations required under appropriate legislation.

Environmental Implications and contribution to achieving a net zero carbon Islington by 2030

4.1.7. There are no known environmental implications from this report. However, the Corporate Director for Climate and Environment will be a critical role in advancing our net zero carbon ambitions in Islington.

4.2. Equalities Impact Assessment

4.2.1. 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.

4.2.2. An Equalities Impact Assessment was completed on 14 June 2024. The main findings are that the report outlines a set of key priorities to deliver our Islington Together Plan and missions. The focus of these key priorities are those significant priorities that will positively impact our communities, partners and within the organisation. The full Equalities Impact Assessment is at Appendix D.

5. Conclusion and reasons for recommendations

5.1 This report outlines and asks for endorsement to take forward a new Islington Together Delivery Plan to ensure delivery against our missions. This will be underpinned by key organisational infrastructure, such as a revised business planning framework, performance management and change framework. It also sets out an ongoing approach on how we work with our communities, our partners and within our own organisation to ensure we are creating a more equal future for our communities.

5.2 This report and delivery plan will be followed by a three-point plan and dedicated programme of engagement with all colleagues over the next six months, including a colleague conference in the autumn. Together, this work will respond to the findings of our colleague survey, agree the way we need to change the way we work to focus on shared delivery, and how we tell one story about what we stand for to our colleagues, residents and partners. This will include a focus on how we are one council and much greater than the sum of our parts, and need to speak with one voice and identity to the people we serve.

Appendices:

- Appendix A: Islington Together Delivery Plan
- Appendix B: Business Planning and Performance Management Framework
- Appendix C: Productivity Plan
- Appendix D: Equality Impact Assessment

Background papers:

- Islington Together 2030 Plan
- LGA Corporate Peer Review 2018

Final report clearance:

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