

**MINUTES OF THE MEETING OF THE POLICY CABINET SUB-COMMITTEE
HELD ON WEDNESDAY, 6 MARCH 2013**

COUNCILLORS

PRESENT Achilleas Georgiou (Deputy Leader), Bambos Charalambous (Cabinet Member for Culture, Sport and Leisure) and Doug Taylor (Leader of the Council)

ABSENT Christine Hamilton (Cabinet Member for Community Wellbeing and Public Health)

OFFICERS: Rob Flynn (Corporate Policy and Research Manager, Communities, Communications, Policy and Performance), James Rolfe (Director of Finance, Resources and Customer Services), Neil Rousell (Director of Regeneration, Leisure & Culture) and Simon Tendeter (Assistant Director Communities, Communications, Policy and Performance) Metin Halil (Secretary) and Jacqui Hurst (Secretary)

**1
APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Christine Hamilton (Cabinet Member for Community Wellbeing and Public Health).

**2
DECLARATION OF INTERESTS**

There were no declarations of interest.

**3
URGENT ITEMS**

There were no urgent items.

**4
ENFIELD BEYOND 2014**

Simon Tendeter set the context of the presentation and the impending discussion, with the following points:

- The purpose of the meeting was to consider the role of the Council beyond 2014.
- Championing the interests of local people through community leadership and effective coordination of resources.
- Continued fiscal constraint, demographic, socio-economic change and the fragmentation of public services.

POLICY CABINET SUB-COMMITTEE - 6.3.2013

- How could the Council best adapt and equip itself to face these challenges?

Received a presentation from James Rolfe, Director of Finance, Resources & Customer Services, on 'Enfield Beyond 2014' covering the following areas:

- The new reality in Local Government
- How Enfield is changing
 - i) Census 2011 – significant increase in population.
 - ii) New challenges for the Council – Medium Term Financial Strategy gap of £57 million for the next four years to 2016/17
- Co-ordinating Council
- Alternative Models:
 - a. Co-operative Council (Lambeth)
 - b. Easy Council (Barnet)
 - c. Commissioning Council (Essex)
 - d. Enterprising Council (Norfolk)
 - e. Decentralising Council (Wiltshire)
 - f. Collaborative Council (Westminster/Kensington & Chelsea/Hammersmith & Fulham)
- Coordinating Council – Examples of this type of Council's role in:
 - i. Employment
 - ii. Health and well being
 - iii. Children and young people
 - iv. Strong customer focus
 - v. Representing communities
- Leaner programme
- Next steps for the leaner programme
- Enfield's journey

The following issues arose from discussion:

1. Members discussed the changes which the Council had implemented in recent years, the context in which the Council now operated and the challenging conditions it faced for the future. The Council had opportunities to act more broadly, i.e. potential income generation.
2. The long term vision of the 'Future Council' was considered. Members heard that an activity analysis is in the process of being undertaken to provide an evidence base to inform future discussions. One of the areas to be included was an audit of the knowledge base and experience of the Council's workforce. By looking at these areas the Council would generate statistics which would help in future development.
3. In response to Members' questions, James Rolfe, Director of Finance, Resources & Customer Services, outlined the work which had been completed to date and the future implementation plans for new ways of working. Members were advised that funding for staff training continues to be prioritised, management development was ongoing and that there was an effective redeployment programme in place to support staff.

POLICY CABINET SUB-COMMITTEE - 6.3.2013

4. Members asked about local businesses and what initiatives were being put in place for their development and the potential development in the future. The following was advised:
 - A business directory had been put in place for people coming into the borough.
 - Business group meetings were to be arranged so their needs could be looked at so as to move forward and relating issues i.e. rate relief.
 - Possible Council consultancy for businesses.
5. Members of the sub committee requested that officers draft a short vision statement to encapsulate the principles of the Co-ordinating Council.
6. A discussion took place around increased financial pressures and potential income generation services and schemes which the Council could consider in the future. Examples included insurance and collective energy purchasing.
7. The Council had to explore two areas for the future. These were:
 - Service delivery beyond 2014.
 - The Council structure to enable the effective delivery of future services.
8. Members wanted to explore and understand the alternative models. There may be elements within the other models which could be adopted by a co-ordinating council which would be consistent with the mixed approach already being taken.
9. The Council had previously created its own trading company. The Council would need to identify any services it wanted to place into the trading company. This was a long term proposition which could be built up over time.
10. It was established that, whilst the Council needed a clear vision, costs and financial targets would be important in the delivery of services in the future.
11. Members highlighted the need for consideration and choices to be made as regards the following:
 - Future structure of the Council
 - Future delivery of democracy
 - Future costs and delivery of statutory/non-statutory functions of the Council.
 - Resident engagement and the use of new technology to deliver these.

Future debates would be required on statutory service delivery and demand led services.
12. In conclusion, Members' considered the way forward with the following requirements:
 - Production of a vision statement for a co-ordinating Council with the development of some key objectives.
 - Evaluate the minimum costs of future services.
 - To consider what services are to be delivered in future that are demand led.

POLICY CABINET SUB-COMMITTEE - 6.3.2013

- Post 2014 – to explore the structure of the Council, what it would mean, what it could deliver and the cultural changes that would be required.
- To consider future democratic delivery and effective community engagement, including the future roles for Councillors and the opportunities to do things differently.

13. Further discussions would take place.

5

MP'S BRIEFING

NOTED the issues which had been discussed at the last meeting with local MPs. Members were advised that the next meeting with the Borough's MPs was due to take place on 22 March 2013.

6

MINUTES

AGREED that the minutes of the meeting held on 21 November 2012 be agreed as a correct record.

7

MATTERS ARISING FROM THE MINUTES

The following issues were raised:

1. Addressing Food Poverty (Minute No.5)

- a. A response had been submitted to the London Council's recent meeting.
- b. There was to be a food summit meeting in Enfield on the subject of Market Gardens.

2. Policy Grid – An assessment of New Legislation, Strategies and Programmes. (Minute No. 7)

- a. Members' were advised that there were no issues to bring to the attention of the Sub Committee at this time.

8

DATE OF NEXT MEETING

NOTED that this is the last meeting of the Policy Cabinet Sub-Committee in the current municipal year. The Council's calendar of meetings for 2013/2014 was currently being agreed and Members would be advised of the proposed meeting dates for the new municipal year in due course.