

MUNICIPAL YEAR 2013/2014 REPORT NO. 144

MEETING TITLE AND DATE:

**Cabinet 11 December
2013**

REPORT OF:

Chief Executive

Contact officer and telephone

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Agenda – Part: 1	Item: 10
Subject: Discussion Paper: Outcomes from the Annual ESP Conference and the future strategic direction of the ESP.	
Wards: All	
Cabinet Member consulted: Councillor Del Goddard	

1. EXECUTIVE SUMMARY

- 1.1 This report serves as a discussion paper for Cabinet Members, providing feedback on the outcomes from the latest ESP Annual Conference and consideration for how we work as a Council both internally and as an outwardly facing strategic partner across the borough and as part of the Enfield Strategic Partnership (ESP).
- 1.2 The ESP remains the premier strategic body for Enfield Borough and its future strategy is of vital importance to the Council. Many substantial issues facing the Borough and the Council are complex and require joined up responses across all stakeholders. This paper informs Cabinet Members of the strategic directions emerging and presents an opportunity for Members to feed in thoughts and gain a better understanding of how the ESP can provide a spearhead to deliver the strategic aims of the Council and partners to support Enfield residents. A similar report will be presented to the ESP Board on the outcome of the away-day.

2. RECOMMENDATIONS

Cabinet is recommended to:

- 2.1 note the contents of this discussion document.
- 2.2 discuss and agree the six discussion points contained in section 4 of this document
- 2.3 note the draft ESP conference report contained in Appendix 1.

3. BACKGROUND: The purpose of this year's ESP conference

The 2013 Enfield Strategic Partnership (ESP) annual conference explored a number of themes:

- How partners can refine the ESP structurally to gain the sharpest focus and maximise both buy-in and joined up activity across the stakeholder base
- How to best integrate Area Based partnership working into the ESP to establish clear protocols and ensure strategic input from senior stakeholders
- How to best embed the various strands of the ESP's agenda into the work of the Partnership and wider partners' agendas
- How the Council and partners can successfully deliver highly localised interventions that have been initiated to ensure a holistic approach and maximise impact

The conference programme included a number of presentations from senior Members and Officers and workshop sessions were held during the day. The conference provided the opportunity to gain partner input and a number of suggestions were advanced that we would like Members to discuss, offer guidance and endorsement in connection with them.

The sessions stimulated a significant debate around the wider remit of the ESP. Part of a presentation set out the efforts of the Life Opportunities Commission to map resident situations according to their degree of need and illustrate how, without intervention, they become in need of increasingly complex and highly resourced support, in effect a strategic map of the work in the Borough. (See Appendix 2)

All these areas are captured in the summary and discussion points set out below and in the workshop notes.

4. Reviewing the overall structure of the ESP

a. ESP Board – Reviewing and expanding membership

In order to fully focus our efforts and ensure full strategic read across reflecting partnership activity in the borough the conference felt that a review of ESP Partnership Board membership should be engaged. The point was raised that *schools* are a vital community resource as well as a priority area for improvement in the borough and creating a greater sense of aspiration and opportunity in our borough. Similarly, the point was made that the *private*

sector need a much stronger voice on the Partnership to ensure greater connectivity and involvement from the business sector that can lead to higher levels of inward investment and connect residents to sustainable employment opportunities. Our work with Jobcentre Plus in recent times has provided some fresh impetus as it has delivered some excellent results and this needs to be built upon and strengthened in the wider context of creating a prosperous borough.

Therefore, the conference felt that membership of the main ESP board be reviewed and additional members of sufficient standing and influence be recruited to rectify this situation and build a solid platform for stronger push in these areas.

Discussion point: Do Members agree that a strengthening of representation in learning and business areas should be agreed?

b. The ESP Framework – Reviewing themes

Whilst not a formal agenda item, the need to review the ESP structural and operational remit formed a central theme of the day. Since the dissolution of Local Area Agreements in 2010, the Partnership has attempted to retain its focus and has largely done so through its pursuit of a joined-up approach centred on the following four strategic theme areas:

- Healthier Communities
- Safer Communities
- Prosperous Communities
- Stronger Communities

However, the conference felt that these were in need of review, especially as not enough visibility is being given to education as a theme and driver to creating even more sustainable communities. The conference agreed that this should be rectified and that education and training should have a theme of its own designated to coordinate efforts to improve life chances for all residents (young and old) thus drawing our local schools and colleges even more directly into the ESP fold. Enfield should be a borough where the promotion of learning as a vehicle to accessing lifelong opportunity is a clear priority.

Discussion point: Are Members of the view that education should be given a more prominent role in the ESP and a ‘Learning Communities’ theme be established?

c. ESP Framework – Reinstating the ESP Executive Group

A key issue to emerge in the conference was the role that the ESP is able to play to provide the necessary leadership in the Borough. The ESP is the only body set up to do this. To give effect to this and ensure delivery of a fully joined up approach, the conference expressed the view that there was a need for the re-establishment of the ESP Executive Group that contained the Chief Executives/ most senior representatives from the key stakeholders (statutory, private and third sector partners) to help drive joint working. This model operated successfully during the delivery of Local Area Agreements.

The Executive Group would ensure that a joint approach to delivering on our strategic agenda. It would also ensure accountability between our main partners and avoid fragmentation of approach as they reconnected to each other more substantially and a joint agenda for Enfield as defined through the ESP could be taken forward with more purpose. A reconstituted Executive Group would meet periodically and reporting mechanisms would be established for both the ESP and Council.

Discussion point: Are Members supportive of the reinstatement of an ESP 'Executive Group' for Enfield?

d. ESP Framework – Coordinating engagement activities across partners and ensuring a holistic approach

The conference recommended that more work be done to raise existing awareness of the calendar of engagement activities across ESP partners and within the Council to ensure that residents and partners are better engaged in a coordinated and resource friendly way. This would involve publicity around the existing planned engagement calendar for future operational years and agreed before that year has started. The focus would be to harmonise as many activities as possible to capture local views effectively, ensure consistency and deliver a joined up approach to consultation and engagement in the borough that would not fatigue residents. The ESP Engagement Framework will need to be reviewed in the light of this recommendation.

This aspect is especially vital given the potential for large amounts of duplication and fragmentation as the Council aims to deliver on its regeneration and public health agendas (amongst others) as well as the wider intentions of agencies such as Police and CCG. If agreed, the preparation to implement this approach could be developed in early 2014 for roll out in the 2014/15 operational year.

Discussion point: Do Members agree the merit in the approach and are they supportive?

e. ESP Framework – Reviewing the work of Thematic Action Groups (TAGs), Area Based Partnerships (Regeneration) and other strategic forums operating in the Borough – rationalisation and consistency of membership

Building on the previous discussion point the conference felt that there was a need to review the structures that support the ESP Board and support the TAGs and Area Based Partnerships and avoid the danger of possible fragmentation.

A successful review of the forums could help focus the work of the ESP and its partner members more effectively and create a re-energised network that could have strong read-across and connectivity. This review work if agreed could be initiated in early 2014 for implementation during the 2014/15 operational year.

Discussion point: Do Members agree that strategic working needs to be refocused to prevent fragmentation and loss of impact/outcomes?

f. ESP Framework – Enabling clear connections between locally focussed Area Based Partnerships (Regeneration) activity and the main board

In the morning session, the ESP conference raised several important points regarding how the ESP Board and senior partners could do more to give direction and support to the Area Based Partnerships.

Area Based Partnerships (ABPs) share the same priorities as the thematic action groups (TAGs) and there is much consistency, however the ESP Board needs to ensure the links between the ABPs and TAGs are developed, strengthened and more formalised. In terms of outcomes, evidence shows that targeted, spatial planning can deliver better outcomes for local communities.

It was suggested that a review of existing protocols should take place to ensure that lines of communication were clear and roles and responsibilities transparently set out. At present there is a disconnect and lack of consistency in partner representation in terms of attendance and in terms of seniority of those representing council and partners at area board level. This needs to be rectified quickly to ensure that area based regeneration activities are coordinated and that a consistent approach to all 'live' partnerships can be established. There were particular thoughts given to using the ESP Board to ensure that representatives were in attendance on a consistent level to the area based boards.

Discussion point: Do Members think that the development of more robust protocols and the placing of greater emphasis on partners to ensure their presence on Area Based Partnerships should be rigorously pursued?

g. Engaging and consulting with local people - Gaining greater resident involvement in area, ward and neighbourhood based programmes

At the conference the point was made that we need to have a better, more coordinated and consistent approach to engaging and consulting with our residents, across all areas of activity. At present both within the Council and across the strategic partners we have a disjointed approach to community consultation and engagement despite the presence of the ESP Community Engagement Working Group. For example, individual Departments within the Council are, at times pursuing their own consultation and engagement programmes with seemingly little regard to the bigger picture. This also applies to the Council's wider partners. The ESP's Community Engagement Working Group has worked to create an engagement framework that the ESP and the Council has signed up to. This needs to be revisited and a single engagement framework for the Council and the ESP needs to be redrafted and communicated across all partners to ensure the maximum impact with the minimum amount of resident time being used up.

An approach of this nature would also have strong synergy with the LEANER Phase 3 programme where we are looking to harmonise consultation and engagement on shared principles that can deliver a better and more coordinated service and also deliver budget savings to the Council as a result.

It is suggested that an ESP Community Engagement strategy be reactivated and feed into the Council review of how we engage local people on issues relating to services they receive and gaining their input to policy development within the Council and with wider stakeholders to create a single strategic voice that will engage with local people and organisations effectively. This would greatly assist the Council and partners in delivering services and responding to emerging concerns with a consistent approach.

Discussion point: Are Members minded to support work that can deliver a single community consultation and engagement strategy and implementation plan for Enfield Borough across all partners?

**Enfield Strategic Partnership
Annual Conference Report 2013.**

“Fit for the Future”

**13 November 2013
Dugdale Centre
Enfield**

Fit for the Future – Enfield Strategic Partnership Annual Conference

Wednesday 13th November 2013

Dugdale Centre, Thomas Hardy House, 39 London Road,
Enfield Town, EN2 6DS

Introduction:

The ESP's 2013 annual conference drew good representation from across the strategic partnership in order to review the achievements of the last year and to discuss and consider how best to ensure the ESP remains '*fit for the future*', the theme for this year's conference.

The areas explored by conference participants included:

- How we can refine the ESP structurally to gain the sharpest focus and maximise both buy-in and joined up activity across the stakeholder base
- How to best integrate area based regeneration partnership working into the ESP to establish clear protocols and ensure strategic input from senior stakeholders
- How to best embed the various strands of the ESP's agenda into the work of the Partnership and wider partners' agendas
- How we can successfully delivery highly localised interventions such as that planned for Upper Edmonton to ensure a holistic approach and maximise impact

Welcome and opening address

In her opening remarks Councillor Hamilton (Cabinet Lead Member for Community Health and Wellbeing – Enfield Council) expressed her support for partnership working, stating that only by working together can statutory and voluntary agencies deliver their agendas to maximum effect. It is only through coordination and joined-up working that added value to all our efforts can be achieved, she said.

Cllr Hamilton outlined the theme for the conference as "Fit for the Future". To review and reflect on how the ESP has been working and to prompt discussion on how we can best reconfigure the ESP to maximise it impact and influence in the years ahead.

The Councillor reviewed the track record of the ESP highlighting some of its recent achievements, including the Parent Engagement Panel and the Youth Engagement Panel and not forgetting the additional £5 million worth of resources brought into Enfield by the Partnership leading to a real improvement in the quality of people's lives.

Looking forward, Cllr Hamilton drew attention to the challenges facing Enfield Borough and the strategic partnership. The need to deliver high quality services to local communities at a time of contracting resources, the temptation to withdraw into a silo mentality, the need to address inequality and tackle deprivation.

Cllr Hamilton urged delegates to work together for positive solutions and to commit anew to supporting the Enfield Strategic Partnership so that the challenges facing Enfield residents can be overcome.

Strengthening strategic links to transform communities: ESP Board and Area Based Partnerships

Cllr Del Goddard, (Cabinet Member for Regeneration – Enfield Council) set the scene with regard to the challenges facing the ESP. There is a need to work both at a strategic level while at the same time delivering real improvements for local communities within their own neighbourhoods.

Cllr Goddard outlined the benefits for delivery agents and local communities by adopting an area-based approach, including the fact that residents' views and experiences are local, and that challenges facing local regeneration areas are multi-faceted and interrelated thereby requiring a partnership approach.

In his presentation, key stakeholders needing to fully engage in the work and structures of the ESP were identified. While recognising the limits to resources, it was important to ensure participation at both the area partnerships and thematic groups.

The presentation then turned to improving the working relations between the ESP and ABP. The two partnerships share the same priorities, with the ABPs reporting to the ESP Board twice a year. It was noted that the same stakeholders on the ABPs also sit on the ESP TAGs and are expected to report both ways in order to maintain a strong relationship between area based and thematic approaches to improving Enfield.

The key challenge facing the ESP is how to ensure ABPs tie in with the ESP in a coherent way. The importance of which was made clear by the need for all agencies to prevent residents needing intensive (multi-agency) services.

How can we strengthen the strategic links between the ESP Board & Area Based Partnerships (ABP) to maximise success and increase accountability?

Under the broad theme of strengthening links between the Board and ABPs, the workshop sessions stimulated a significant debate and the points raised are set out below:

Workshop Sessions

- Q1. What is the function of the ABPs and how can they act as catalysts for the transformation of local areas and local lives?**
- Q2. How can the ESP drive the success of the ABPs by utilising its strategic power to enable effective partnership working?**

Morning Workshop Notes:

Key themes:

- Collective power
- Critical importance of partnership
- Empower local communities
- Create innovation
- Who are the consistent leaders
- Need to think differently
- Greater utilise knowledge
- Charge the connections
- Work across themes

Aims of Area Based Partnerships:

- Present core problems
- Deliver positive outcomes – Education, employment (poverty), health
- Investing – individuals/ community champions (YEP/PEP) / joining up agencies

Role & potential of partners:

- PEP/YEP: Look to agents for help
- Engage with young people – connect – help by working together
- Sharing information at local level to benefit from local activities
- Utilising local resources e.g. libraries, digital media (Facebook)
- Communication is key, but needs to be well delivered (overload problem)
- Role of business, local leaders
- Simplicity is delivery – key messages pushed out at local level

Area Based Partnerships (ABPs):

- Act as local leader – but not lead by Council or other strategic agencies. Need full involvement from all key – stakeholders – collective leadership
- Champion the area
- Delivery is key – not strategies
- Communicate/share information at local level
- Holding delivery agents to account

Q2

- ESP to hold a/c of ABPs to local community and Board for delivery
- ESP set vision/communicate, evidence, sharing best practice
- Information – informs strategy
- Community safety otherwise can't so basics
- Re: jobs/employment too much? Wrong messages and families? What is fairness? Debates needed on key welfare issues, benefits, health, balance
- Promote ethos of work and drive this upward – Cllr and MPs

What is the role of the ESP in being a driver?

- Initially the value isn't always clear

- There is duplication – SSCB
 - Where do we want to be? What will influence this?
 - ESP to understand the buttons which achieves this –removing duplication, leading the vehicle.
 - Meets twice per annum, should it be strategic/operational groups.
 - Should the location of the meetings change
 - ‘Roadshows’ to meet community – encourage engagement involvement, transparent, open, engaging
 - Do we need scrutiny panels – devolve responsibilities to ESP
 - Mapping exercise underway
 - Current processes exclude public participation
 - Encourage large businesses – Sony etc.
 - Business ambassadors compiling a picture of Enfield/achievements
 - If we aren’t adding value – what is the purpose?
 - SSCB & TAGs do have excellent outcomes and outputs
 - Should Health & Wellbeing Board be part of this process?
 - Does ESP interact with ABP? Yes but often the same people discussing different issues – stream lining
 - Joint workforce events to inform about what is occurring at lunch
- 1) Organisational changes in NHS and LPM within MPs including LBE cuts have to be factored into future communication links
- Presents opportunity – which elements are important?
 - Small businesses don’t have the capacity so need to be very focussed
 - Central decisions may suit large organisation visions but doesn’t reflect locally.
 - Efficiency and effectiveness are key – reality – change is necessary

- What are the key elements, what are drivers for success
- Community engagement, localised levels
- Community resilience – up skilling, recognising issues, coming up with solutions and being the deliverer of the answer.
- Method of engaging – Area forums may be too costly. Does there need to be one body. Need to take in account other panels.
- Councillors' surgeries – identify key issues.
- Communication/engagement with councillors, individuals – maybe out of touch
- Feeds into efficiency and needs to be overlaid merging info, panels
- What layers can be removed?
- Are all member of community populations
- Giving community a 'voice' – with an outcome
- The people trying to engage aren't the ones we want to engage with 'Peer Lead'
- Area partnerships – consolidated approach including voluntary and community groups – events linking what already taking place
- Delivery = we listened, we did
- Health warning – Government directives will at times be a barrier

Function of ABP

- Co-ordination
- Could they clarify what they are about and how they relate to other bodies

How can they act as a catalyst?

- Provide leadership – distributing – content, purpose, relevance of meetings to attendees
- Focus on key areas – more effective impact, less strain on capacity

- Measurable actions and outcomes
- Empowering groups to train up local delivery via own community
- Clarity and stream lining
- Clear aim and purpose for subgroups
- Clear structured chart of how they feed in

ESP and ABPs – current position of effectiveness

Discussion:

- Communication with residents/effective
- Role of members to represent
- Real need for strategic partnership
- Is representation at the right level/right reps
- Is it the right offer/credible offer/right communication
- Two way communication – members/residents
- Riots – what galvanises the broadest community to engage
- Communications with young people – Facebook, text etc.

Solutions:

- Join up communications
- E.g. job fairs and recruitment
- Talk to/with voluntary sector – what are your key issues
- Use appropriate and modern media
- Right language
- Win/win connection e.g. 50's forum and leisure centres
- Forums – what are they there for? What will they get out of it?
- Big issues e.g. new facilities; major change
- Excite and inspire people – maintain interest e.g. cycling
- Individual responsibility – ESP not perfect but have to make an effort

- ESP valuable – broad engagement
- Issues of prioritisation of agendas

1.

- Local play form – delivery of local issues
- Community engagement
- Area planning
- Whole partnership commitment (to plans, budgets, community resource fund)
- Facilitate and bring people together
- Forum for debating strategic issues
- Increasing participation through communication? More specific problem based information
- Community training / spatial recognition
- Board, more ownership and co-ordinating
- TAG agendas - link to ESP ABPs

Function

- Local community engagement
- Develop a platform for the voiceless as well as established stakeholders
- Tie together key stakeholders by area – linking things together
- Information sharing
- Coherent voice for spatial grouping
- Catalyst for transformation
- Clear performance measures
- Focus on tangible deliverables
- Mapping interconnections

- Success – formalised reporting mechanism for area based grouping and clearer points of entry

Common themes:

- Coherent voice – greater clarity of purpose, localised outcomes (deliverable), better communication, improved reporting
- Shared budgets/information
- Build community facilitation capacity
- Rationalise structure
- Enhanced communications
- Job fairs
- Community resilience – excite and inspire
- Build/cultivate active leadership
- Businesses increased engagement
- Maximising local resources

Afternoon Session

In the afternoon delegates heard the Leader of the Council and Chair of the ESP, Councillor Doug Taylor talk about 'Being Fit for the Future. He said the purpose of the afternoon session was to give the ESP partners an opportunity to consider how, collectively, we can use our expertise and strategic support for some of our priority areas.

The workshops provided an opportunity to get underneath the issues and to find resolutions to the challenges we face. Cllr Taylor stated that we have the power to make things better for local people and to commit resources for a strong partnership that is strategically placed to solve the deep rooted problems we face.

The conference then heard Enfield Council's Director for Regeneration, Leisure and Culture, Neil Rousell and Champion for Child Prosperity talk about the drive towards prosperity and the efforts to end child poverty.

He outlined the ESP's action plan aims, which included supporting families to

access employment, education and training and to maximise income; to improve learning experience and outcomes and to reduce and prevent crime.

Neil made it clear that without working together, many of the problems facing families living in poverty could not be successfully resolved. A number of initiatives were outlined and how the various statutory and voluntary agencies are working together

Dr. Shahed Ahmad, Director for Public Health presented his team's work regarding activities targeted at promoting healthier communities, particularly with regard to the Joint Strategic Needs Assessment and health issues in Upper Edmonton.

Dr Ahmad presented information on the wider determinants of health including socio-economic, cultural and environmental factors. He spoke about the need to have a detailed, local understanding of health issues and not just aggregated data, as these can mask localised issues, which the partnership needs to address. The key message was that together we can make a positive improvement as health is everybody's business.

All the speakers shared their hopes and aspirations for improving Enfield, the challenges facing agencies and the need to work together collaboratively.

The conference facilitator, David Bryan then introduced the afternoon Workshop sessions: How can partners successfully position the ESP to facilitate successful partnership working to generate positive outcomes in child prosperity and healthier communities?

Workshop Sessions

- Q1. How can the ESP deliver the objectives of the Child Prosperity Agenda?**
- Q2. How can the ESP drive an integrated approach to the spatial delivery of services that builds capacity amongst our most disadvantaged residents and supports the objectives of locally targeted programmes like Upper Edmonton?**

Workshop 2 Notes

- Ensuring actions owned at the right level
- Holding TAGs to account for progress within their areas
- Working with schools to maintain links with children and families – ensure schools highlight concerns
- Keep communication appropriate and take into account cultural differences.

- Think preventative
- Think local
- Think empowering local people
- Schools greater part in promoting 'wellbeing'
- Shorter waiting lists – mental health
- Informed communities
- Focussed short, medium and long term actions
- Input and outcome
- Ward by ward (local) not borough
- Mentoring volunteering (short)
- Welfare benefit advice (short)
- Education and employment (long)
- Identifying barriers and co-ordinating their removal
- Exploit every contact with target – families and children
- Maximise pathways we can all offer in to employment
- Value individuals
- Co-operatives or other models or use empty shops (café 311) (west lea school shop)

Child poverty

- Where are all the people, new to Enfield, coming from
- Challenge the data – narrowing the gap, economics or impact of strategy
- 78% of benefit cap – lone parents
- Barriers to employment – language – children's centre provide ESOL
- Increase the awareness of the work of CP groups
- Adult education – language and basic skills

- ESP – representative of the community – engaging community through volunteers who have range of languages
- Greater role of voluntary and community groups – have we used the VCS enough?
- Change free school meals – free for all children, save money for other services, cost £5-8 million
- Housing developers – not land banking, employ more people, new homes – affordable homes, size of homes, TA pressure
- Area Partnerships – child P, communicate more/ messages of impact, avoid duplication
- Cross reference
- Time frames / scales more explicit

Closing Remarks

Councillor Taylor closed the conference with a few observations and remarks including how the outcomes from the discussions will be used to drive the ESP forward and help to ensure that the partnership remains *'fit for the future'*. Cllr Taylor said that partners should continue to work together effectively and to add value to their individual and joint activities. The focus should remain on tackling poverty, creating education, training and employment opportunities. Regeneration and improvements to public health remain key priorities for Enfield's partners.

