

**MINUTES OF THE MEETING OF THE POLICY CABINET SUB-COMMITTEE
HELD ON WEDNESDAY, 4 DECEMBER 2013**

COUNCILLORS

PRESENT Achilleas Georgiou (Deputy Leader), Bambos Charalambous (Cabinet Member for Culture, Sport and Leisure), Christine Hamilton (Cabinet Member for Community Wellbeing and Public Health) and Doug Taylor (Leader of the Council)

ABSENT Alison Trew (Head of Policy and Performance)

OFFICERS: Rob Flynn (Corporate Policy and Research Manager, Communities, Communications, Policy and Performance), Neil Rousell (Director of Regeneration, Leisure & Culture), Mike Ahuja (Head of Corporate Scrutiny and Community Outreach), Koulla Panaretou (Secretary)

ALSO ATTENDING: Cllr Del Goddard (Cabinet Member for Business and Regeneration)

**3
APOLOGIES FOR ABSENCE**

Apology for absence was received from Alison Trew (Head of Policy and Performance). The Committee welcomed Sabina Malique, NGDP Graduate (Chief Executive Service).

**4
DECLARATIONS OF INTEREST**

There were no declarations of interest registered in respect of any items on the agenda.

**5
URGENT ITEMS**

NOTED, that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's constitution and the Local Authorities (Executive Arrangements) (Access to Information and meetings) (England) Regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

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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 soon, although a date was not confirmed.

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ENFIELD BEYOND 2014

RECEIVED an update on the three work streams identified at the previous meeting in respect of the Enfield Beyond 2014 vision, as follows:

(1) INNOVATION AND ENTERPRISE

RECEIVED a presentation from Cllr Del Goddard, Cllr Alan Sitkin and Neil Rousell in line with previous discussions taken place at the last Policy & Cabinet Sub Committee meeting on the 2nd October 2013.

NOTED that

- The report sets out a context of Enfield aspiring to be an innovative and enterprising local authority.
- The challenge for Enfield is to maintain and develop high quality services by maximising available resources and seek new income streams for the future.
- A set of behaviours have been identified to be used by way of a guide to deliver services and work in the future. New behaviours also to be developed by officers and members, to include private and public sector threads.
- The Council needs to consider a range of new policy directions that safeguard services for the most vulnerable residents.
- Blueprint being developed to create a "One Council" approach.
- The Council could set up a Council-owned trading company to purchase properties for those in temporary accommodation or at risk of homelessness.
- Council could create/take equity stake in joint venture company for "market gardening" for supermarkets but also local catering (inc. schools and food banks).
- Building and running "decentralised energy networks" taking heat/steam from waste plants, would provide a long term income.
- The 1974 Goods and Services Act has now been replaced with the General Power of Competence offering new opportunities to maintain vital services in the Borough.

IN RESPONSE, the following comments were received:

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- Social and economic innovations do not always have the desired effect and there is a reputational risk attached if this occurs.
- With the Wellbeing Powers and the General Power of Competence in place, innovation is being encouraged, even with the financial strain on local authorities evident. With this in mind, the concept should be continued, identifying where we want to be in four years' time, although significant impacts may not be seen in the short term, our values should be kept at a high standard.
- The private sector benchmarked what they are providing and the Council could benchmark also to establish what is required of them. Greenwich Leisure was used as an example – set up 10/15 years ago and is part owned by the local authority. Local non-profit making organisations/enterprises such as Fusion should be encouraged. Innovation is to be used as a tool to work with local partners, such as a Credit Union.
- An end target needs to be defined over the three strands. The local authority helps set up organisations locally, but support is not always followed through. Senior Officers and members need to be briefed and supported to determine what is required of them, especially as policy directions are in the public domain.
- There was recognition that the process of preparing the overall plan may take a while to determine. On-going discussions, engagement and working with partners will help to reinforce the plan.

AGREED that

- The Council should consider setting up a Commercial Board involving senior officers and members, re-emphasising the principles and values identified and put forward with plans for the next planned steps.
- Clarification of the Commercial Board's remit should be developed.

(2) COLLABORATION AND COORDINATION

RECEIVED an update from Rob Flynn (Corporate Policy and Research Manager).

NOTED

- Since 2010, despite the financial challenges enforced, Enfield Council has made significant improvements to services, efficiencies and the way it runs its business. This has resulted in improved resident satisfaction and the development of innovative projects.
- As reducing resources are set to continue, the Council needs to change its mechanisms for delivery of services to residents. Some have already changed, such as shared procurement service with LB Waltham Forest and co-sourcing of the audit service with PWC.

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- Alternative services are being sought to comply with the Council's vision and aims.
- Services should be delivered in a way that is consistent with the coordinating Council concept and the drive to be more enterprising.
- Changes to the way services are delivered must be underpinned by a clear business case.
- When changes to the delivery of services are planned, consideration should be given to community capacity.
- Any change to the way services are delivered should be subject to appropriate governance and risk management.

IN RESPONSE the following comments were received:

- Clarification was sought between "services" and "delivery" as the local authority does more than just deliver services.
- It was noted that the voluntary sector have the ability to deliver, the local authority should be collaborating and supporting them by way of training and counselling, to reinforce their capacity to progress - from applying for funding to delivering contracts etc..
- The timeline for this support was discussed, how long it should be provided before they are able to function confidently themselves. In response, identifying and understanding the risk of withdrawing too early was essential. Phasing out support where organisations are showing signs of independence and identifying when a timely release is safe. It should be recognised that some organisations can never be independent and continued support was deemed essential.
- Quality of delivery of services must come first and this should not be impacted by providing cheaper contracts at the detriment of quality and efficiency of the service.
- The involvement of members provides vision and with that comes leadership of the Council. This underpins the type of Borough that residents want to see, notwithstanding their own roles as community leaders who are often involved in difficult decision making themselves.

AGREED that

- Leadership is essential to drive forward the collaboration and coordination of services.

(3) DEMOCRATIC ENGAGEMENT

RECEIVED a thematic mapping diagram of community engagement from Mike Ahuja (Head of Corporate Scrutiny & Community Outreach). The mapping document was still in draft format, but showed a number of mechanisms the Council and its partners use in engaging with their community.

NOTED that

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- Engagement with the community is a strength of the Council and the network of mechanisms includes some of the hard to reach groups.
- Widening of engagement has been undertaken, for example the Fire Brigade will be attending all the forthcoming Area Forums.
- The first Area Forum for the deaf community was undertaken recently, resulting in a number of smoke alarms being installed.
- As the Leaner review progresses, changes to be incorporated within the diagram.

IN RESPONSE the following comments were received:

- Many of the meetings are attended by the same people and the Council needs to widen its community engagement.
- From recent engagement exercises, it was noted that there is greater social capital in the west of Enfield than in the east.
- The Area Forums should be examined to see if they can be enhanced to reach out to communities who would not normally engage. This may mean empowering them to take some local decisions.
- Some forms of engagement are very successful. It was noted that the anti-spitting petition [with 5000 signatures] and the Deephams petition [with over 2500 signatures] both engaged with the community which resulted in a change in the bye-law to make spotting an offence and further work with Thames Water and Ofwat to limit the odour from Deephams Sewage Works.
- The working groups establish links in the Borough and the more links available further strengthen effectiveness of network of services and are essential to provide engagement.
- A new framework can be created to enhance the engagement process by gathering information, consulting and engagement with residents through social media.

AGREED that

- Further work is required to identify the effectiveness of the current cluster of meetings. The diagram to be expanded to include all the engagement committees and a further update on this strand of work be received at the next Policy Cabinet Sub-Committee in March. **ACTION: Mike Ahuja**

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POLICY GRID

NOTED

1. Members noted the Policy Grid, circulated with the agenda, from Communities, Communications, Policy and Performance team,

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providing an assessment of new legislation, strategies and programmes.

2. The Policy Grid provided an update on progress with various Bills, almost all of which are at the draft stage. Further information could be provided by Rob Flynn (Corporate Policy and Research Manager, Communities, Communications, Policy and Performance) upon request.
3. With regard to the Offender Rehabilitation Bill, Rob Flynn to speak to the Community Safety team to request an appropriate letter to be drafted on the Council's behalf. **ACTION: Rob Flynn**

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MINUTES FROM THE LAST MEETING HELD ON 2ND OCTOBER 2013

AGREED that the minutes of the meeting held on the 2nd October 2013 be approved and signed as a correct record.

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MATTERS ARISING FROM THE MINUTES

As requested at the last meeting, Rob Flynn provided a briefing outlining the Governments plans for the single-tier State Pension which will begin 2016-17.

A copy of the document can be obtained from the Committee Secretary upon request.

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DATES OF FUTURE MEETINGS

NOTED that the date of the next meeting of the Policy Cabinet Sub-Committee is scheduled to take place on Wednesday 5th March 2014.