

Executive Summary

MARCH ESP BOARD MEETING

Below is a summary of the items discussed at the 18th March 2014 ESP Board and the actions that arose from it.

1. MINUTES AND MATTERS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING

None.

2. BUILDING SELF-RESILIENT COMMUNITIES

Francis Sealey from Global Net21 and a local resident had had discussions at the House of Commons with Cllr Yasemin Brett about the role of Global Net21 as she thought that the activities in which they were involved would be ideal for the ESP.

Global Net21 started in 2007 and now had almost 20,000 network members in the UK and abroad. This vast social networking system, including LinkedIn, Facebook and Twitter, brought people together to discuss and seek solutions for critical issues that divided and threatened the stability of society and the planet.

A collaborative network of organisations had been set up to exchange good practice and transfer knowledge. The network was cross boundary and included local authorities, housing associations, universities, community groups and social enterprises as well as people from across the political, economic and religious spectrum. The aim was through dialogue to celebrate diversity and develop community self-resilience and sustainability at a time of unprecedented social and environmental change.

Francis Sealey then defined what was meant by community resilience - a measure of the sustained ability of a community to utilise available resources to respond, withstand and recover from adverse situations. He also referred to the National Risk Register for Civil Emergencies, an official government assessment of potential risks to the UK and the role of the World Economic Forum, an independent international organisation committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

Global Net 21 was developing a number of activities to increase participation including webinars, particularly with MPs; seminars; blogs and social media; community building; and internet TV. He emphasised how the digital age could engage new audiences and recreate democracy. Working in partnership with a collaborative network was a creative way of developing links with communities, building from the bottom up, and creating awareness and understanding.

David Byrne referred to the two colleges in the Borough and the link that could be made with Global Net21. It was agreed that he would have discussions with Francis Sealey.

The Board **agreed** that whilst there could be links for the ESP and Global Net21, more detailed consideration was needed. Del Goddard will have further discussions with Francis Sealey and report back to the next meeting.

3. **ESP FUNCTION REVIEW**

Shaun Rogan introduced his report which is summarised below. He advised that this had resulted from the ESP Annual Conference held on 13 November 2013 which looked at how the Council worked both internally and as an outwardly facing strategic partner across the Borough and as part of the ESP Partnership. The December Board meeting had requested an ESP Function Review.

(a) Reviewing ESP Board Membership – enabling more strategic involvement from schools

The report suggested that an invite be extended to the three strategic head teacher representatives from Secondary, Primary and Special Needs in Enfield to sit on the Board, allowing for greater integration and access to schools as a vital hub in the wider community as well as create a meaningful link into this sphere.

The Board **agreed** to strategic schools representatives taking three additional seats on the Board, the offer to the representatives being cleared at the June ESP Steering Group meeting and the representatives commencing at the 15 July ESP Board meeting.

(b) Reviewing ESP Board Membership – increasing business representation

Following the resignation of Gary Walker (Metaswitch), there was only one private sector business representative (Dave Wyatt, GE.Lighting) on the Board.

There was a need for greater levels of proactive work with the business sector and it was suggested that two more seats be made available on the Board (bringing the total to four) to cover business and the private sector. Work was ongoing with the Lead Member for Regeneration to recruit local business representatives to serve on the Board.

The Board **agreed** that two additional seats be created to strengthen private sector involvement, the approach to recruit the representatives be cleared at the June ESP Steering Group and the representatives commence their positions at the 15 July Board meeting.

(c) Creating an additional ESP Theme of ‘Learning Communities

A review had been carried out to establish whether there was a need for an additional strategic theme to be created to ensure that educational and learning outcomes and ambitions for the Borough were not subsumed within the Prosperous Communities Theme where notionally these outcomes resided.

It was envisaged that the remit of this Theme would cover all aspects of education and learning of the young people in the Borough and could facilitate and create a work programme that could be developed with lead input from the refreshed educational establishment representatives.

The report suggested that initially the Theme could consider the following areas – attainment, attendance, NEETs, careers, links to the Enfield Youth Parliament, youth engagement and diversion, further education and links to the job market for school leavers/young people.

The Board made the following comments:

- Often what employers wanted and what they got were totally different;
- The Strand should be included in all Area Based Partnerships;
- The North Middlesex Hospital was a large employer and it would be necessary to consider how this Strand might be tied in; and
- It was necessary to avoid duplication with the work of the Employment and Enterprise Board.

The Board **agreed** that a new 'Learning Communities' Theme be established, further work be undertaken to progress the structure and strategic objectives for the theme with strategic leads and the Children's Trust Board and a further report be submitted to the 15 July Board meeting.

(d) Establishing an ESP Executive Group

The report considered the possibility of creating an ESP Executive Group which would act in an advisory capacity to the Board and the Area Based Partnerships.

The report proposed that the ESP Executive Group would be a high-level strategic group. It would meet at the request of the Board and/or the Area Based Partnerships in response to emerging issues affecting the delivery of ESP strategic objectives. It would meet on an exceptions basis up to three times per annum on dates strategically selected to follow Board meetings and precede the ESP Steering Group meetings.

The Board made the following comments:

- Caution should be applied in establishing an ESP Executive Board. The fear was that it could be too complex and that there would be danger in adding more to it;
- It would involve more time spent at meetings by senior staff from the various organisations involved; and
- There were better ways to get the self regulating audience required. For example for some issues, contact could be made by email to the Partners to ascertain their views.

The Board **agreed** that no action be taken in establishing an Executive Group until the Partners had considered the issue further, partners provide written feedback with their views as to whether an Executive Group should be established and a further report be submitted to the 15 July Board meeting.

(e) Reviewing the governance arrangements between the Board and Area Based Partnerships and Thematic Action Groups

There was a need for more robust protocols and placing greater emphasis on Partners to ensure their presence on Area Based Partnerships.

An initial review had identified two areas where clarity was required, namely:

- how the ESP and Area Based Partnerships related to each other, how business was brought to the ESP Board from the Area Based Partnerships and what the offer was from the ESP Board in return; and
- the Thematic Action Groups had become remote from the main ESP Board over time and that there might be a case for reconnecting them more substantially to the parent ESP Board.

Work was ongoing to address these issues and a piece of work in partnership with the Chairs of the Thematic Action Groups and lead officers will include

how progress is reported back to the Board and how joint working could be stimulated across the Thematic Action Groups via the ESP Board and Steering Groups.

The Board **agreed** to note the work being undertaken on the issue of working together and a report be submitted to the 15 July meeting of the Board.

(f) Integrating the Child Poverty Agenda into the work of the Partnership at the highest level

The review undertaken had identified the need for the Partnership to refine and refresh its approach to linking up to effectively address priority areas to support the strategic objectives.

It was suggested that the Child Poverty Agenda had been adopted as an overarching theme for the ESP Partnership. A strategy was currently being developed by a working group. There was a good opportunity to discuss whether the Child Poverty Agenda could be elevated further to make it a reference point for all of the thematic work in such a way that it became owned by all senior Partners.

An emerging model indicating where multi agency work was necessary. Was being prepared as a tool that could be used by the Thematic Action Groups and Area Partnership Boards together with various agencies.

The Board made the following comments:

- The emerging model could be seen as a three dimensional tool resulting in steeper edges the closer to the centre which would make getting out of the centre more difficult and costly. Therefore, the focus should not just be on the centre sector where complex and high level intervention was necessary;
- There should be trigger points to alert where families were heading to the middle sector where the complex and high level intervention was involved;
- It was necessary to set young people on the right path early on in early life rather than be burdened with higher costs in teenage and later years;
- Due to local authority cuts, social landlords had to provide more support to their tenants. With restricted budgets acute difficulties were becoming more of a problem with social landlords dealing with escalating complaints as local authorities were unable to assist;
- With regard to young people, attention was concentrated more on high achievers which could lead to young people joining gangs;
- There was disparity in life expectancy in the eastern part of the Borough where there was high unemployment and poor housing. There was a need for a structure to ensure the best results were achieved. The Partnership should concentrate on the middle sector of the diagram where complex and high level interventions were required;
- It was necessary to set out the financial needs for each segment of the model; this would assist in indicating the highest priorities;
- A single agency triage should be included indicating where it was most cost effective;

- Work was already ongoing with high risk groups with help on benefits, the Change and Challenge Programme, the Parent Engagement Panel etc;
- Whilst it was easy to focus on high risks groups, this should not be to the detriment of others. A report of the King's Fund stated that more social care would be needed in the future;
- There was a dilemma as to where to focus energy and develop ideas to support older people from being isolated and lonely; and
- Comparing the model with business structures where there was a limited amount of money to achieve something, it was necessary to consider what the most effective interventions were. This involved costing all interventions and then considering what had the greatest impact.

The Board **agreed** that following Del Goddard's further consideration on focusing on greater levels of effective partnership working and linking up more effectively to tackle the priorities identified a further report be submitted to the 15 July meeting of the Board.

(g) Developing a new ESP Delivery Plan

Work had begun on the process of compiling and developing a draft ESP Delivery Plan which could capture the strategic vision for Enfield for the next five years and set out the context in which partnership working would drive forward improvements.

Discussion and refinement of this document would form the centre piece of the next ESP Annual Conference and it was hoped that a draft could be agreed at that event which could go back to the following ESP Board at its meeting on 2 December 2014 for final comment and sign off.

It would be necessary to select a basket of indicators that would provide a 'bell weather' indication of the wellbeing of the Borough. This would assist in delivering outputs and positive outcomes to local people.

The Board **agreed** that all Partners consider indicators for inclusion in the ESP Delivery Plan, these indicators be submitted to the June ESP Steering Group and a further report be submitted to the 15 July meeting of the Board.

(h) Proposed change of date to future Annual Conferences

Consideration was given to bringing the ESP Annual Conference forward to September/early October 2014 and for future Annual Conferences after that.

The Board **agreed** that the 2014 Annual Conferences be brought forward to September/early October and similarly for future Annual Conferences.

4. **ENFIELD YOUTH PARLIAMENT UPDATE**

Paige Morgan gave an update on the work of the Enfield Youth Parliament. She referred to URBACT and JOBTOWN, a European Network of Local Partnerships aimed at identifying the most effective ways in which local authorities and their socio-economic partners could work together to help young people to find employment.

Each JOBTOWN partner locality had established a Local Support Group as a basis for developing sustainable Local Partnerships for Youth Employment and

Opportunities. Each Local Support Group was responsible for developing a Local Action Plan outlining their strategy for achieving the project objectives in their local areas. This Plan would be coordinated by members of the Support Group and Managing Authorities of the European Structure Funds.

Enfield was establishing a Local Support Group involving key stakeholders and the Greater London Authority's European Programme Management Unit.

Enfield was the first London Borough to sign a Partnership Agreement with the Department for Works and Pensions to tackle unemployment through locally agreed measures. The Prince's Trust would also be contributing to Enfield's local JOBTOWN partnership.

Paige Morgan also referred to work on cyber bullying whereby a film had been produced.

5. PARENT ENGAGEMENT PANEL

Sam Morris introduced his report which provided an update on the progress made by the flagship Parent Engagement Panel (PEP) and evaluated the impact made and suggested future directions to sustain and possibly expand its remit.

The PEP was commissioned by the Board in March 2010, following a recommendation from the Young People's Life Opportunities Commission and was officially launched in September 2010. The overall aim of the project was to build community capacity and resilience by engaging positively with and empowering Enfield parents and carers to provide informal support, information and guidance in their own communities for their children in the most deprived wards who often faced complex challenges and were at risk of getting into difficulties as a result.

The PEP was funded through three streams, the Enfield Strategic Partnership, Enfield Community Capacity Building Fund and core funding from Schools and Children's Services through the provision of a manager to oversee the Project.

As part of wider changes and restructuring within the Schools and Children's Services Department, responsibility for the Panel had moved from the Children's Services Management Team to the Commissioning and Community Engagement Team from April 2013.

A PEP Steering Group had been established to set the future direction of the Project and ensure that the reach of the PEP grew.

Currently, there were 13 wards being serviced by four monthly Area PEP meetings; two further Area PEPs were planned.

A PEP Planning Away Day is to take place on 27 March 2014 at the Dugdale Centre. The event would allow all PEP Members to work with council officers, the voluntary sector and other partners to form a plan that would further develop the Project over the coming financial year and provide for its future sustainability through transformation from an ESP project into an independent charity or social enterprise as well as reviewing the Project generally.

Four Parent Champions had graduated at the Enfield Parents Day on 22 October 2013 and in December 2013 a cohort of a further nine PEP Members qualified as Parent Champions at a graduation celebration held at the Dugdale Centre.

Parent Champion training was currently being reviewed and a robust commissioning process would ensure that it was of the highest quality and provided value for money. A list of PEP Members, who wanted to undergo information technology training, was being created.

Development Coordinators had begun to establish new Area Parent Engagement Panels in Children's Centres in Enfield.

PEP Members continued to contribute to a range of Children's Services and were working with the National Children Trust breast feeding programme, Homestart, Strengthening Families Programmes and LEAP.

Future developments with regard to the Project included:

- a PEP strategy and an action plan would be written in partnership with PEP Members and the Away Planning Day would be part of this process;
- the long-term strategy was to have eight core PEP Area Groups which would service the whole of Enfield. There would also be a number of satellite groups which would be affiliated to the PEPs;
- a food bank had been established in Edmonton;
- the PEP structure would form the basis of a democratically elected Parent Parliament that would be the voice of parents in Enfield; this would ensure that the views and experiences of parents were reflected in the decisions made by the Council and its Partners;
- three Parent Champions would be recruited on a part-time casual basis to provide administrative and project support for the Area Based Partnerships' meetings. They had been allowed to recruit directly from PEP Members; and
- it was anticipated that by 2015 the Project would become an independent non-profit organisation possibly in the form of a charity or social enterprise for which an exit strategy would be prepared.

Due to a number of changes to the PEP since the original funding agreement was signed in December 2012 it had not been possible to spend all the funding allocated by the Board for the 2013/2014 financial year. It was suggested that funds were re-profiled across the financial years of 2014/2015 and 2015/2016 to ensure that the Project developed in line with the Board's original aims.

The Board **agreed** that under spent funding for the Project be re-profiled across the financial years 2014/2015 and 2015/2016 guarantee the sustainability and longevity of the PEP.

6. CHANGE AND CHALLENGE UPDATE

Ann Stoker introduced her report which provided information to the Board on the strategic and operational development of the Change and Challenge Programme. This Programme was the Council's rebranded name for the Government's Troubled Families' Initiative which was intended to bring a transformation in reaching and working with the most testing and challenging families.

In Enfield crime and antisocial behaviour was the priority area in the initial phase of the Programme with refocused priorities for years 2 and 3 (April 2013-2015)

being education and employment (adults pathway to work, NEETs, persistent absence, school exclusion and families in poverty), NEETs (young people not in education, employment or training). Monitoring would continue on crime filters, youth crime, antisocial behaviour, substance misuse, domestic violence, gang involvement and child health and wellbeing within years 2 and 3.

By June 2013, the Programme had identified 345 of Enfield's most challenging families and of these 311 had been assigned to a lead agency for targeted support. A number of services had been commissioned to support families to make a positive change in their lives.

The targets for identifying families in year 2 and year 3 of the Programme had been revised in order to maximise the time spent turning families around. Although it had been a very stretching target to identify all 775 families by 31 March 2014, staff were confident that they would identify the full cohort by the target date. Significant links with wider service providers had been made to ensure that directly working with families met both national and local indicators.

The Single Point of Entry was one of the key features of the transformation that was taking place in Children's Services. This engaged partners across all sectors that might have a concern about the children that they were working with.

With Kate Kelly in post, together with both a newly recruited data analyst and an assistant, case workers were actively contacting schools in order to cement the referral process and continued engagement.

The Department for Communities and Local Government had engaged a consortium - Ecorys UK to evaluate the Government's Troubled Families Programme. The Department for Communities and Local Government would be visiting the Borough on 26 March 2014.

Ann Stoker then referred to some anonymized cases to show the Board the intensity of work and levels of complexity for case workers.

The Board **agreed** that the information provided for the Change and Challenge Programme update be noted and that Partners continue to engage with and promote the Programme as appropriate as it contributed to achieving positive outcomes for Enfield's families.

7. AOB

The Board **agreed** to record its appreciation of the work undertaken by Neil Rousell and wished him well in his retirement.