

MUNICIPAL YEAR 2014/2015 REPORT NO. 42

MEETING TITLE AND DATE:

Cabinet 12th August 2014

REPORT OF:

Director of Finance,
Resources & Customer
Services

Agenda – Part: 1

Item: 9

Subject: Associate Cabinet Members

**Wards: All
Non key**

**Cabinet Members consulted: Cllr A.
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1. EXECUTIVE SUMMARY

- 1.1 In Council Report No.1 presented and approved by Council on 11th June 2014, Enfield Council announced it's intention to create 3 Associate Cabinet Members (ACMs) that would work on an innovative and cross-cutting portfolio of work that could help to deliver the strategic aims of the Council – "Fairness for All, Growth and Sustainability and Strong Communities".
- 1.2 This report sets out in more detail the role of the new Associate Cabinet Members, the responsibilities they hold, lines of accountability to Cabinet and how impacts will be evaluated.

2. RECOMMENDATIONS

- 2.1 That the role and responsibilities of Associate Cabinet Members as set out in detail in this report is approved.
- 2.2 That the means of assessing the effectiveness of Associate Cabinet Members is approved.
- 2.3 That the recommendation to commence a formal evaluation of the Associate Cabinet Member approach in January 2016 is approved.

3. BACKGROUND

- 3.1.1 In Council Report No.1 presented and approved by Council on 11th June 2014, Enfield Council announced it's intention to create 3 Associate Cabinet Members (ACMs) that would work on an innovative and cross-cutting portfolio of work that could help to deliver the strategic aims of the Council – "Fairness for All, Growth and Sustainability and Strong Communities".
- 3.1.2 This paper sets out the remit, roles and responsibilities of these new posts and how their implementation will support the Council going forward.
- 3.1.3 The ACM posts have each been awarded a Special Responsibility Allowance of £7,608 p.a. as agreed in Council Report No.1 approved on 11th June 2014.

3.2 3 spatial areas to be assigned

- 3.2.1 The 3 spatial areas assigned (and wards therein) to form the geographical basis for the spatially focused work the Associate Cabinet Members will deliver are as follows:
- **Enfield North** – Chase, Enfield Highway, Enfield Lock, Grange, Ponders End, Southbury, Town, Turkey Street
 - **Enfield South East** – Bush Hill Park, Edmonton Green, Haselbury, Jubilee, Lower Edmonton, Upper Edmonton
 - **Enfield West** – Bowes, Cockfosters, Highlands, Palmers Green, Southgate, Southgate Green, Winchmore Hill
- 3.2.2 These spatial areas provide the best strategic fit for the borough when looking to implement a 3 member ACM approach. A map illustrating the wards covered by each of the ACMs can be found at Appendix 1.

3.3 Associate Cabinet Member (ACM) – function

- 3.3.1 The remit of the Associate Cabinet Member is a new one for Enfield Council. The role relies upon successfully delivering a spatially focused, cross cutting support function that will assist with informed decision making at Cabinet, providing insight into spatial issues affecting our communities, driving transformational change through chairing of our area partnership boards and providing a focal point for ward business in their respective spatial areas.

- 3.3.2 The ACM posts are non-executive, with no voting rights at Cabinet and non-voting membership of the Enfield Strategic Partnership. ACMs are accountable to Cabinet and will be invited to attend Cabinet meetings.

3.4 Associate Cabinet Member (ACM) – Duration of appointment

- 3.4.1 ACMs are appointed for a 12 month period and this forms part of the annual delegation of responsibilities engaged in by Council each year. It is possible for ACMs to serve for more than one operational year.

3.5 Associate Cabinet Member – roles and responsibilities

- 3.5.1 The ACM has a distinct role within the refreshed Member structures that will allow for greater cross-cutting work to be facilitated and more strategic solutions to come forward as a result by taking a holistic view of their designated spatial areas and advising/facilitating activity accordingly. The main assigned responsibilities for an ACM are as follows:

a. Area Champion role/Chairing of Area Partnership Boards

- 3.5.2 As well as having responsibility for oversight and championing of activities in their wider spatial areas, each of the 3 spatial areas that have been agreed for ACMs contain an Area Partnership Board. These are:

- Edmonton Leaside Partnership (Enfield South East) which covers the following wards: Jubilee, Edmonton Green, Upper Edmonton, Lower Edmonton and Haselbury
- North East Enfield Partnership (Enfield North) which covers the following wards: Turkey Street, Enfield Lock, Enfield Highway and Ponders End
- South West Enfield Partnership (Enfield West) which covers the following wards: Bowes, Southgate Green and Palmers Green

- 3.5.3 These partnerships have the strategic aim of delivering a transformational programme of development. The link to the Council website concerning area partnership boards can be found here: http://www.enfield.gov.uk/info/1000000634/economic_development/2692/area_partnership_boards

- 3.5.4 The partnership boards act as important local platforms, bringing together key stakeholders including: residents, the Council, NHS and health representatives from Enfield's Clinical Commissioning Groups, the Police, Voluntary and Community Sector representatives, schools, colleges and officers from JobCentre Plus, amongst others. They

currently meet 4 times a year and it will be the responsibility of the Associate Cabinet Member to chair their respective board, ensuring business is carried out and ensuring transformational change is able to be delivered.

3.5.5 Each of the Area Partnership Boards is pursuing a unique set of objectives that will initiate transformation of the identified geographical area. This will encompass physical, economic and social enhancements that will contribute to the delivery the Councils strategic aims. This makes the success of the Partnership Board critical to making Enfield a better place to live, work and do business in.

3.5.6 The cross cutting nature of the Partnership Boards means that ACMs will have to work closely with relevant Cabinet Members to ensure that all aspects of delivery are on track.

3.5.7 The ACM has an equal responsibility to act as area champion on behalf of all wards (including those not covered by the area partnership boards) to ensure that local issues are being picked up and communicated to the Council as part of their reporting duties and interaction with local ward Members.

b. Participating/attending the Enfield Strategic Partnership Board

3.5.8 The ACMs will also be required to attend the Enfield Strategic Partnership Board/Annual Conference to report regularly on progress made and make representations to senior strategic partners where progress is not as swift as envisioned. The ACM may also be required to attend the ESP Steering Group to report on progress being made and face challenge on stated objectives and milestones for the partnerships.

c. Support to Members

3.5.9 The ACM will also provide support upon request to Members at ward level within their spatial areas and assist with any emerging issues arising from the new ward forum system. ACMs will be able to escalate these issues on behalf of ward Members into the relevant channels. Protocols will be developed to support this.

3.5.10 The ACM will also be required to support Cabinet Members, upon request, on issues that impact on the delivery of their portfolios to provide a holistic view of their spatial areas that can feed into decision making and policy development.

d. Engaging wider partners on a spatial basis

3.5.11 The ACM will be responsible for any link work that needs to be engaged to ensure that a joined up approach can be delivered with partner agencies in their spatial areas (including opportunities to coordinate engagement activities, share relevant information between partners and provide a contact point for partner agencies wishing to engage in new activities in their areas that may be of interest).

e. Liaison with planning activity in the spatial area

3.5.12 The ACM is expected to be a contact point and maintain a watching brief for local planning issues and provide support/advice to relevant Cabinet Members. This would not extend to involvement in particular development control applications to maintain the independence of the Planning Committee.

3.6 Work programme

3.6.1 Over the summer months each ACM will develop and present a work programme to Cabinet in the autumn that shows how they will use the opportunity presented to add value to the Council and help deliver on strategic aims. A work programme template can be found at Appendix 2.

3.6.2 Reports to Cabinet will highlight progress made, emerging issues in the spatial areas and risks/ opportunities arising.

3.7 Accountability

3.7.1 The ACMs will be accountable to Cabinet for the work that they engage in and will be expected to present evidence to them of progress made on a six monthly basis. Where possible, specific milestones will assist the Cabinet in such considerations.

3.7.2 There will be a right to ask ACMs questions at Council meetings.

3.8 Officer Support to Associate Cabinet Members

3.8.1 These new posts are largely self-sustaining and no dedicated officer support is available to facilitate the work of the ACMs.

3.8.2 Where an ACM has identified the need for support, they will contact the relevant Department to seek a relevant response.

3.8.3 In respect of the support required for the ACM to effectively Chair the relevant Area Partnership Board, ACMs should liaise with the Area

Partnership and Regeneration Manager in the Environment Department.

3.9 Evaluation

- 3.9.1 An evaluation process will commence in January 2016 to report to Cabinet in April 2016. The evaluation will consider the degree to which it can be evidenced that the ACM work programmes have been delivered and the degree to which, by delivery, the benefit to Enfield can be assessed.

3.10 Members Handbook and Members Portal

- 3.10.1 The details pertaining to the role and responsibilities of the Associate Cabinet Members will form part of the Members Handbook and be accessible via the Members Portal.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The option to continue with the present arrangements were considered but discounted on the grounds that they would not meet the new democratic imperative being sought by the administration and would fail to address a new identified opportunity to improve how the Council and its Members works with and delivers services into the local community.

5. REASONS FOR RECOMMENDATIONS

- 5.1 To confirm the roles and responsibilities of the new Associate Cabinet Member posts.
- 5.2 To confirm the methods of holding the post holders to account and setting of a timely date for a formal evaluation to take place.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

The amendments to Member's Allowances arising from the creation of the new Associate Cabinet Member posts will cost £22,800 per annum. These costs will be met from restructuring other Special Responsibility Allowances to Members, and there will be no net cost to the general Fund.

6.2 Legal Implications

The Council has power to implement a scheme for payment of Special Responsibility Allowances under Regulation 5 of The Local Authorities (Members' Allowance) (England) Regulations 2003.

Government guidance on the Regulations for Local Authority Allowances stipulates that '*Special responsibility allowance (SRA) may be paid to those Members of the council who have significant additional responsibilities, over and above the generally accepted duties of a councillor. These special responsibilities must be related to the discharge of the authority's functions.*'

The case for payment of a SRA to Associate Cabinet Members must therefore be properly justified and should be kept under close review.

Associate Cabinet Members will operate within a framework and rules agreed by the Council and will have no voting rights at Cabinet meetings, helping to secure lawful decision-making.

6.3 Property Implications

There are no direct property implications.

Where the ACMs become involved in issues that may affect the Councils property portfolio (redevelopment, acquisitions, disposals changes in occupation etc.) then it is anticipated that they will involve the Strategic Property Services team in considering the implications at that time.

7. KEY RISKS

These proposals have been designed to enhance Members representational roles, assist the Council with decision making, support enhanced Member engagement at Ward level and to reflect the need of the Council to make substantial savings over the next 4 years in response to significant budgetary constraints.

Key risks associated with the approach include:

- the need to ensure sufficient Member capacity to carry out their new roles (ACMs and wider changes to Member engagement vehicles). This will be mitigated through the development of guidance and toolkit that will provide Members with a clear and concise supporting resource to help them fulfil their duties. A highly limited amount of officer support will also be in place to assist with basic requirements.
- That robust evaluation of the impact of ACMs will be commenced as timetabled.

- That robust performance management and risk management techniques will be applied to the new ways of working to ensure they remain on track and that improvement planning is enabled should it be required.

All of the above risks will be managed on behalf of the Council by the relevant officers who will report to their DMTs on a regular basis in addition to the presentation of an evaluation report in 2016. The aspects of appropriate new working outlined in the report will also form part of a relevant risk register that will be refreshed regularly.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The impact on Fairness for All arising from the adoption of the ACM role by the Council will be positive as the changes proposed will provide fresh impetus for Members to interact with their communities, will provide greater transparency in how the Council does its business and will increase accountability to local people.

8.2 Growth and Sustainability

It is expected that the ACM role will impact positively on Growth and Sustainability by helping the Council focus more strategically on cross cutting issues and develop more inclusive solutions. The changes will also encourage wider participation in issues that affect Growth and Sustainability in Enfield by linking Members more directly to area based transformation in some of our most deprived areas. The new structures themselves will generate greater levels of sustainability as they are better designed to meet future demands facing the Council.

8.3 Strong Communities

The proposals to establish the new Associate Cabinet Member posts will support the creation and maintenance of strong communities by helping to facilitate greater joined up working across the Council and Cabinet as well as helping to facilitate the placing of Members closer to their communities. This will enable a more holistic and comprehensive approach to engaging with and delivering services to local people.

9. EQUALITIES IMPACT IMPLICATIONS

The proposals contained in the report are designed to improve the existing political management arrangements in the light of various drivers for change and following a recent review.

The recommendations seek to improve:

- The operation of decision-making structures in the light of financial pressures, while also delivering improved outcomes for local residents.
- Members' representational roles and their accountability to local communities. It is noted that Enfield's elected Members come from a range of diverse backgrounds representing Enfield's diverse communities.

An Equalities Impact Assessment has been carried out and indicates that the new ACM will not have a detrimental effect on the equalities work of the Council.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The ACM role, sitting within the new structures contained in Council Report no.1 propose that robust monitoring, reporting and accountability lines will be maintained and where possible enhanced to deliver a high standard of performance management to support the implementation of the changes.

11. HEALTH AND SAFETY IMPLICATIONS

No health and safety issues have been specifically identified at this stage but where ACMs deliver services to local people in local venues a health and safety check will be performed to ensure any venues selected are fit for purpose.

12. HR IMPLICATIONS

There are no HR implications identified through the work of the Associate Cabinet Members.

13. PUBLIC HEALTH IMPLICATIONS

Whilst not directly impacting on Public Health objectives, the role of the ACMs as recommended will help to address some of the key wider determinants of health in Enfield by increasing accountability, stimulating transformational change in deprived areas and enabling Members to work more closely with their communities.

Background Papers

None