

## MUNICIPAL YEAR 2014/2015 REPORT NO. 129

### MEETING TITLE AND DATE:

Cabinet - 10 December  
2014

### REPORT OF:

Director, Regeneration  
and Environment

Agenda – Part: 1

Item: 10

**Subject: Changing the operation of  
Enfield's Area Partnership Boards**  
**Wards: Whole borough**  
**Non Key**

#### **Cabinet Member consulted:**

Cllr Alan Sitkin

#### **Associate Cabinet Members:**

Cllr Bambos Charalambous

Cllr Ozzie Uzoanya

Cllr George Savva

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### 1. EXECUTIVE SUMMARY

- 1.1 The Area Partnership Boards (APBs) have been operating in three of Enfield's Regeneration Priority Areas, bringing together key stakeholders and ensuring that the efforts of the local authority, other statutory bodies and the voluntary and community sector are aligned. The APBs areas of interest are broad, aligning with the ESP priorities around ensuring prosperous, healthy, safe and cohesive communities with an additional focus on the opportunities available for young people.
- 1.2 The Area Partnership Boards are now chaired by the newly created Associate Cabinet Members, each with responsibility for a specific area in the borough.
- 1.3 The current structure of the APBs means that they cover only 12 of Enfield's 21 wards. They currently exclude major areas of redevelopment in the borough including Enfield Town.
- 1.4 This report recommends the expansion of the APBs to cover the whole borough, a reduction in the number of annual meetings to focus on the wider group of stakeholders and specific priorities in each, and an aim to reduce the overall support of area-based meetings in the borough, instead using the APBs as a link to connect smaller meetings with the Enfield Strategic Partnership, other key stakeholders and the local authority.

## **2. RECOMMENDATIONS**

It is recommended that the Cabinet adopts the proposals laid out below:

### **2.1**

- i. That each APB should align with the three Associate Cabinet Member responsibility areas
- ii. That meetings will be held three times a year for each APB to focus on more in-depth and hands-on work being undertaken during meetings.
- iii. That each meeting should primarily focus on one of the five APB objectives, with a core membership and other partners being invited to attend based on the area of work being undertaken
- iv. That a mapping exercise be undertaken to establish all other area-based meetings currently being facilitated by the Council, in order to link these to the Area Partnerships, providing a single and strong area-based platform to deliver key strategic messages to the Enfield Strategic Partnership and the local authority, and to undertake targeted work in the respective areas

## **3. BACKGROUND**

- 3.1 The Area Partnership Boards (APBs) are designed to provide the primary platform for key stakeholders in the borough to feed in to five key priority areas in an area-specific manner.
- 3.2 The current Council resourcing for the APBs consists of the Area Partnership Manager, administrative support for minute taking, the senior officer presence of the Assistant Director of Economic Development and necessary officers to contribute to specific topics and working groups relating to the priorities.
- 3.3 The APBs focus on five main priorities:
  - a) Cohesive Communities – Providing a solid foundation of services and support to help foster community cohesion
  - b) Healthier Communities – Ensuring residents benefit from area-specific health interventions and programmes
  - c) Prosperous Communities – Promoting employment, enterprise and economic growth

- d) Safer Communities – Supporting strategic partners to maintain the safety of the each area through joint-working and sharing information
- e) Future Communities – Helping young people benefit from education and increasing opportunities

3.4 In meeting these priorities, the APBs have created new links between key stakeholders, supported projects, held community events and jobs fairs and facilitated information sharing.

3.5 The APBs will deliver a specific action plan based on each meeting, with tasks allocated to partners between meetings.

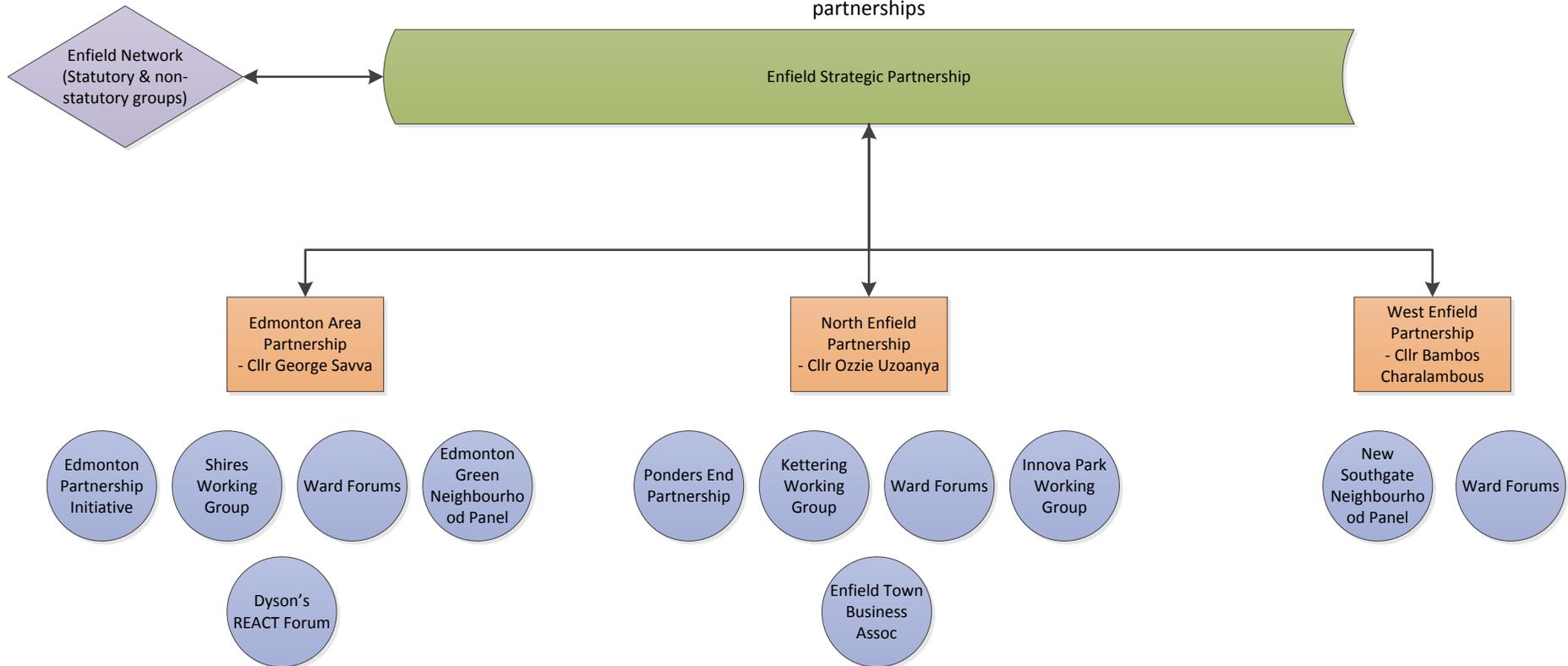
3.6 Other area-based meetings

There are also other groups meeting on an area-specific basis, even with the removal of Area Forums in Enfield, with direct Council involvement across the borough, including but not limited to:

Edmonton Partnership Initiative  
Shires Working Group  
Ponders End Partnership Board  
Kettering Working Group  
Innova Park Business and Residents Forum  
Neighbourhood Panels  
Ward Forums –created to enable greater member involvement at ward level

The Council currently provides varying levels of support for these meetings, from full administrative support in booking, recording and agenda-planning e.g. Edmonton Partnership Initiative, to looser assistance in booking venues as requested by Shires/Kettering Working Groups.

Diagrammatic example of Enfield's strategic and area-based partnerships



N.B – This is intended to be representative of the set-up of Enfield's strategic and area-based partnerships with reference to the other regular meetings in each area. The recommendation of a full mapping exercise across the borough would allow for a more robust picture of the boroughs area-specific meetings to be set out and for the links between these groups and the Area Partnership Boards strengthened.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

### **4.1 Continue with each APB covering the same area**

4.1.1 Not recommended – as the APBs take on a larger role in the borough, and the structure of the Council with Associate Cabinet Member chairing, it is important that all areas of Enfield are able to feed in to these strategic platforms in order that social regeneration across the borough is as effective as possible. Specific area-based approaches are important, but it is equally true that a development in, for example, Enfield Town might have repercussions for other parts of the borough, and as such it is necessary that between the 3 APBs there is full borough coverage.

### **4.2 Do not explore the reduction in support for other area-based meetings**

4.2.1 Not recommended – as the Council deals with a reduction in resource a shift in focus could be made to enable groups to meet without direct facilitation. This would free up officer time which is otherwise being spent minuting small neighbourhood specific meetings. By facilitating a direct link for these groups to the Area Partnerships, local issues will be raised to platforms including key stakeholders in the area and members with the influence to help these groups achieve their objectives.

## **5. REASONS FOR RECOMMENDATIONS**

5.1 The recommendations focus on the most effective way to engage with the Council's strategic partners on a number of key priorities and with a specific area focus.

5.2 With three meetings of each partnership a year, substantial work can take place between meetings, meaning that the SMART objectives agreed upon can be partly met and reported on by the next meeting, ensuring momentum is maintained.

5.3 There are a number of area-specific meetings in the borough that would best be grouped under the APBs to ensure that resourcing the meeting, from a council perspective, is kept to a minimum.

5.4 By establishing the APBs as the main link between all area-based meetings and the Enfield Strategic Partnership/other strategic partners, the need for the Council to resource other meetings should fall.

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

### **6.1 Financial Implications**

The report does not commit the Council to any additional expenditure. Current expenditure is met from existing resources. Any future proposals arising with cost implications would need to be subject to separate reports and full financial appraisal.

### **6.2 Legal Implications**

6.2.1 The Council has power under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do, provided it is not prohibited by legislation and subject to Public Law principles. There is no express prohibition, restriction or limitation contained in a statute against use of the power in this way. In addition, section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The recommendations detailed in this report are in accordance with these powers.

6.2.2 The Council may convene governance arrangements for Area Partnership Boards as it sees fit. The Council's Cabinet should be satisfied that the recommendations in this report will help secure best value and more efficient, transparent and accountable decision making.

### **6.3 Property Implications**

No property implications

## **7. KEY RISKS**

### **7.1 Lack of buy-in from key partners**

The APBs have good relationships with key partners from across the borough already and meetings have strong and consistent attendance so this is not viewed as a concern.

### **7.2 Lack of actions resulting from APB meetings**

7.2.1 The APBs have delivered on a number of projects during their operation to date, with regular Jobs Fairs, Community Events and in supporting key partners in aligning objectives with each other and with the local authority.

7.2.2 With a shift to focusing on one priority per meeting, as opposed to attempting to cover all five, stronger SMART objectives will emerge from the APBs and be tracked by the Area Partnership Manager and reported to the Enfield Strategic Partnership (ESP). These distinct

action plans will ensure that the boards are able to both be monitored and self-monitor for efficacy.

7.2.3 Strengthening the links with the ESP will result in greater accountability of the APBs and improved scrutiny of outputs.

7.2.4 The intention is to hold a full calendar year of APB meetings in the new operational format before formally reviewing their progress and usefulness.

7.2.5 There needs to be a concerted effort to reduce the resourcing of meetings that could otherwise fall under the remit of the area partnerships

## **8. IMPACT ON COUNCIL PRIORITIES**

### **8.1 Fairness for All**

By expanding the reach of the Area Partnerships there will be equal opportunity for individuals from 9 additional wards to feed in to key social and physical regeneration projects in the borough, allowing a greater plurality of voices from key stakeholders that currently fall outside of the partnership areas. There will also be increased access to the Associate Cabinet Members and senior council officers, ensuring that objectives from groups that would have previously fallen outside of the partnership areas are forwarded by the local authority.

### **8.2 Growth and Sustainability**

Focusing on individual priorities at each meeting makes the APBs more sustainable, reducing the resourcing necessary from key partners, in particular the Voluntary and Community Sector, with only relevant partners necessary to work on specific areas of interest.

### **8.3 Strong Communities**

By providing a platform focused on specific and tangible objectives around key areas of social and physical regeneration, the APBs are focused primarily on building strong communities. By expanding their reach, enhancing each meetings focus and linking more closely with other area-based groups and initiatives, going forward the APBs should represent the forefront of building strong communities in Enfield.

## **9. EQUALITIES IMPACT IMPLICATIONS**

9.1 The APBs will be monitoring equalities in a more sustained way going forward, focusing both on those attending meetings and the representation of groups.

- 9.2 By expanding the reach of the APBs there would no longer be an inequality of opportunity in terms of feeding in, in the 9 wards not currently represented by the partnerships.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

There should be a positive effect on performance management by focusing on individual priorities at each of the APB meetings, allowing more hands on work to take place during meetings and aiming to produce SMART objectives for each priority as the APBs move forward.

## **11. PUBLIC HEALTH IMPLICATIONS**

The APBs have been working closely with Public Health throughout their operation as one of the priorities of the APBs is on increasing public health with area-based interventions. This work will continue.

### **Background Papers**

None.