

Executive Summary

DECEMBER ESP BOARD MEETING

Below is a summary of the items discussed at the 2nd December 2014 ESP Board and the actions that arose from it.

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

None.

2. REVIEW OF ESP AND RECOMMENDATIONS

Shaun Rogan gave a presentation on the review of the ESP. The Government directive to retain Local Strategic Partnerships (LSP) has been removed, and the majority of LSP's throughout the country have been streamlined or dissolved.

The purpose of the review was to make the ESP future proof and fit for the purpose. It needed to be more strategic following changes from the Government coupled with the diminishing resources available. In undertaking the review, consideration was given to Best Practice in the remaining Partnerships across London; the context of Enfield 2017 and economic development. Steers had also been given by the Partners.

The current vision for the ESP has been reviewed and it was proposed that a new vision should be adopted - "Enfield Strategic Partnership: Working together to improve social, economic and environmental well-being for all in Enfield".

The Board sets the strategic direction of the ESP and is the primary decision maker. The Steering Group provides the scrutiny of service delivery, support to those delivering services and had some delegated decision making powers.

Operational delivery of activities is centred on the work programmes of the Thematic Action Groups (TAGs) and Area Partnership Boards (APBs) which form the delivery arm of the ESP.

The report also focussed on how these strategic outcomes would be delivered in future once governance and structure had been agreed – this would set the coordinates for joint working for the next 15 years. A new outward strategic plan has been drafted "Creating Opportunity, Driving Change" which sets out the purpose, vision and delivery methods for the Partnership to 2030.

An Enfield Dashboard is being developed to provide a full broad strategic picture of the Borough. This includes bellwether indicators with localised indicators reported through the APBs and the TAGs.

A sample of indicators are child poverty rate; employment rate; annual income; MOPAC (Mayor's Office for Policing Crime); mortality rate – cardiovascular disease; skills levels – NEETS (not in education, employment or training); numbers in temporary accommodation; schools attainment; new business start ups; and community cohesion – residents' survey outturn.

The Board will meet annually with the Steering Group meeting tri-annually. It is proposed to connect TAGs more formally to the structure and integrate the APBs.

The strategic focus of the Partnership is:

- To retain themes taking a five, ten and fifteen year view;
- to recognise TAGs and APBs as drivers for action;
- to inspire greater partnership working;
- recognising that tackling poverty was a unifying thread;
- building community resilience in deprived areas;
- strengthening the local economy;
- supporting regeneration; and
- a wider ambassadorial role.

Future Strategy Groups will be established acting as 'think tanks' incorporating external partners and addressing poverty and inequality as the main drivers. TAGs will formalise work programmes and present them to the Board annually and report on the previous twelve months' activities. The APBs will do likewise.

The Board will continue to recommend funding for innovative projects. There will be a £25,000 cap on any single grant and it is anticipated that funding will expire by 2020. External funding needs to be sourced for areas of interest pertinent to the ESP and this will also generate more income for the Borough. Currently, the ESP has a limited portfolio of commissioned projects and a residual pot of unallocated reward grant currently in the region of £250,000.

The Board was asked to submit any amendments to Shaun Rogan by Friday 30th January 2015.

Following this work would commence on the:

- agreement of action plans for each TAG and APB to be presented to the next ESP Steering Group in March 2015;
- indicators endorsed by the ESP Steering Group in March 2015 and circulated to the Board for approval thereafter;
- first outline Future Strategy Group/Future Enfield Groups' proposals - to be discussed at ESP Steering Group in March 2015 to then be presented to the Board in June 2015; and
- the next Board meeting in June 2015 to begin the new approach.

The Board made the following comments:

- More emphasis should be placed on business when looking at employment and enterprise;
- How would the outcome affect the democratic process in the Borough?
- Meeting annually could have an adverse effect on the work of the ESP. The Steering Group will continue to meet tri-annually and will have an enhanced ability to support the TAGs and the APBs during the operational year.
- Additionally, the Steering Group has the ability to deal with exceptional requests for assistance from the TAGs and APBs on behalf of the Board.
- How would communication be managed? Technology would be utilised to take forward issues rather than calling formal meetings.
- All issues must be dealt with and all of the agencies involved understand and position themselves to tackle the problems.
- Whilst employment rates in Enfield were increasing, there was a downward trend of the working poor. Partners needed to share their understanding to

address the real issues so the Board would be more informed collectively and could put in hand the kind of actions which would improve an area.

- When considering the agenda setting for the ESP Steering Group the demarcation between 'strategic' and 'business' items be removed.
- Having just one person on the ESP Steering Group from the Voluntary Sector would cause difficulties in ensuring that points raised by Voluntary Groups were adequately covered. Shaun Rogan and Rob Leak meet every couple of months with the Voluntary Sector Strategy Group to discuss issues but. More thought would be given to this point.
- Although more people were in employment poverty in the Borough was increasing and the working poor could be squeezed out of the Borough. There was a push to take jobs often on contracts that were not to the benefit of the employee. There was a need to encourage employment that paid a reasonable wage.
- Affordable housing was in short supply and under pressure. It was essential to monitor temporary accommodation and take real measure of the private rented sector.
- With regard to the review, the efficiency drives and reduction in the number of meetings was welcomed but the impetus/drive to work together could be lost.
- By moving to electronic systems providing information, it would assist in filtering such information onto other voluntary groups.
- It was suggested that a modest sum of money be used to refresh the ESP website to help disseminate information better.
- There was a need to engage with all communities as resident associations and tenant associations in the Borough tended to be very weak.
- It was questioned whether the Council checked to see if the minimum wage was paid to all contractors - whilst the Council encouraged the payment of at least the minimum wage, it was not a requirement.

The Board agreed:

- the Board meet once a year from 2015;
- the ESP Steering Group meet three times a year from 2015 onward;
- the Thematic Action Groups and Area Partnership Boards be connected more formally to the business of the Board and the ESP Steering Group and would provide annual updates on their work programmes to the Board;
- the newly created Associate Cabinet Members be invited to attend Board meetings in their capacity as Area Partnership Board Chairs but not be voting Members;
- the ESP retains the ability to organise conferences or call extraordinary Board meetings if the need to do so was identified;
- provision be made to constitute and commission independent multi-agency 'Future Strategy Groups' facilitated by nominated Board Members which could help to inform responses to identified priority areas with an emphasis of addressing inequality, poverty and community resilience; and
- the provisional timetable of events as set out in the report be fixed between 2015 and 2017 and an interim evaluation of the new working arrangements would be presented in 2016 followed by a further evaluation report in 2017.

3. AREA PARTNERSHIP BOARDS

Neil Issac presented a report on the future of the Area Partnership Boards (APBs).

The Economic Development Division has recently completed a review and refresh of the three APBs operating in the Borough. This has led to significant changes in both the strategic outcomes and geographical coverage of each of the Boards.

Cabinet agreed in August that the APBs would be chaired by the recently appointed Associate Cabinet Member responsible for the area in question. These Members were responsible for ensuring business was carried out and transformational change was able to be delivered through each APB, working closely with Cabinet Members to ensure that cross-cutting priorities were on track.

The APBs will report to the ESP Board annually, as well as providing progress updates to the ESP Steering Group. In addition, the Associate Cabinet Members would be required to sit on the ESP Board.

A report is being submitted to Cabinet recommending broader operating areas for the APBs, expanding each to cover the remits of the Associate Cabinet Members. The Boards will be individually renamed as the previous names are no longer relevant given the expanded coverage. They will be renamed as follows:

- North Enfield Partnership – covering Chase, Enfield Highway, Enfield Lock, Grange, Ponders End, Southbury, Town and Turkey Street wards;
- South East Enfield Partnership – covering Bush Hill Park, Edmonton Green, Haselbury, Jubilee, Lower Edmonton and Upper Edmonton wards; and
- West Enfield Partnership – covering Bowes, Cockfosters, Highlands, Palmers Green, Southgate, Southgate Green and Winchmore Hill wards.

The APBs will have a core membership comprising Council officers, the Associate Cabinet Members and Members together with crucial stakeholders such as JobCentre Plus, Further Education Colleges, Metropolitan Police, Clinical Commissioning Group representatives and the representatives from the VCS.

APBs will continue to sponsor directly delivered events such as Job Fairs.

The first round of meetings will take place in January/February 2015 subject to dates being confirmed with Associate Cabinet Members.

West Enfield Partnership will meet at Trinity at Bowes on Thursday 19 February 2015 and Tuesday 23 June 2015. South East Partnership will meet at the Community Hall at Green Towers on Thursday 22 January 2015 and Friday 22 May 2015. North Enfield Partnership will meet at CONEL – Enfield College on Tuesday 3 February 2015 and Friday 5 June 2015. The Boards will run for a year and then be reviewed.

The Board made the following comments:

- The challenge for policing around ever reducing resources was acknowledged. The APBs have requested regular consistent engagement with senior Metropolitan Police representatives, particularly in Enfield. There was governance within MOPAC to hear concerns about policing.
- It is paramount to engage the police and local schools in APBs.
- There is a long history of endeavouring to engage schools. There is a need to engage with schools to explain to them what could be achieved and show

them where they fitted within the community. Schools now have a greater understanding of their roles outside the school gates.

- It is necessary to address the non-attendance of Partners at meetings and if this problem is not addressed the Boards will be lopsided.
- How will Partners be kept in touch with activity within the ABPs? The newly appointed Associate Cabinet Members will be charged with proving feedback.

The Board **agreed** that the report be approved.

4. YOUTH ENGAGEMENT PANEL

Andrea Clemons gave a presentation on the Youth Engagement Panel (YEP).

She explained that the YEP was set up in 2008 in response to an increase in violent crime, which resulted in the deaths of five young people in and around Edmonton. All of the victims and suspects in these cases were young black males aged 15 to 21 years of age. The police found that young people did not want to speak to them or other authority figures about the issues that were affecting them.

The YEP consisted of young volunteers and workers aged 17 to 25 of various nationalities who resided in the local community. Many of these volunteers had experienced issues such as criminality, pregnancy and unemployment.

The training the volunteers received included an input into understanding drug abuse, bullying, unemployment, gangs, sexual health and teenage pregnancy. This input enabled the volunteers to hold drop-in sessions and assemblies in school.

The volunteers also represented young people at community and police meetings such as police independent advisory groups, community safety partnership meetings and the youth engagement scrutiny groups.

The YEP had a board of trustees who met regularly, with the chair always being a young person. Currently this was Nigel Nzemu whose brother was tragically killed in 2008.

Andrea Clemons detailed the excellent results achieved by the YEP and highlighted the risks if funding was not continued for the Panel. The Panel had been identified as good practice by the Metropolitan Police Service and was well regarded nationally.

Mentoring is a clear function of the Panel as they offered emotional support and guidance to young people when they needed it most. The advantage of having mentors was that they had experienced many of the issues young people struggled with themselves and could help relate to them. This helped to provide a relationship and trust which meant that the young people were more willing to listen to any advice given.

The YEP worked collaboratively with other agencies such as Enfield Runaways Project, Compass, Parent Support Groups, Parent Engagement Panel, Youth Offending Service, Social Services, Outreach Sexual Health Service and Young Parents Project support workers.

The Board made the following comments:

- The Borough had always had about 310 young people to look after with some 250 from other Boroughs. Young people had moved to Enfield often because of gang involvement and at least 30 young people from outside the Borough were attending schools in Enfield.
- A joint effort was needed regarding the funding of the YEP. It was in the interests of MOPAC to support this. There was a need to find a long-term solution as well as plugging the current gap.
- Attempts be made for lottery funding to help finance the YEP.
- Responding to a question on charity status, it was reported that the YEP had commenced in 2008, became a company limited by guarantee in 2010 and a registered charity in 2011. Various applications for funding were being made. The Charity had started on a purely voluntary basis and now had 17 workers and about 25 volunteers.
- It was proposed that the ESP make a contribution of £25,000 but that each individual Board Member look creatively at their individual budgets and consider whether help could be provided in sustaining the YEP for future years.
- The Board agreed the funding but suggested that the ESP Steering Group should consider a more sustainable scheme for funding the YEP.

The Board **agreed** that:

- the ESP make a contribution of £25,000 towards the Youth Engagement Panel; and
- the ESP Steering Group give consideration to ensuring the sustainability of the Youth Engagement Panel.

5. ANY OTHER BUSINESS

- The Board welcomed those present to the first meeting of the Board since the Municipal Elections in May 2014.
- Councillor Doug Taylor referred to the untimely death in September 2014 of Paul Head who served on the Board. Paul had been Principal of the College of Haringey, Enfield and North East London since 2009 and its predecessor the College of North East London.

The Board agreed to place on record its appreciation of the work undertaken by Paul Head both within and outside the Borough and in particular his work and involvement with the ESP.

- Councillor George Savva urged that in reviewing the ESP, old people's homes should be considered part of the community.