

MUNICIPAL YEAR 2016/2017 REPORT NO. 8

MEETING TITLE AND DATE:
Cabinet – 15 June 2016

REPORT OF:
Director of Finance, Resources &
Customer Services

Contact officer and telephone number:
Shaun Rogan 0208 379 3836

E mail: shaun.rogan@enfield.gov.uk

Agenda – Part: 1	Item: 6
Subject: Associate Cabinet Members Update	
Wards: All	
Non key	
Cabinet Members consulted: Cllr D Taylor, Cllr A Georgiou	

1. EXECUTIVE SUMMARY

- 1.1 Following the election of a new administration in May 2014, Council in June 2014 approved a number of changes to the political management structure of the authority. This included the establishment of innovative, spatially focused Associate Cabinet Member (ACM) posts.
- 1.2 The update and recommendations set out in this report reflect the progress made in establishing these new roles and include the second work programme updates from each of the 3 new ACMs from September 2015 to March 2016 and summary impact evaluation.

2. RECOMMENDATIONS

- 2.1 That the progress made in exercising the new roles of the Associate Cabinet Members and the updates provided through the work programme outcomes/ summaries of activities up to March 2016 are noted.

3. BACKGROUND

3.1 Establishing the roles of Associate Cabinet Members

- 3.1.1 Cabinet Report (CR:01) agreed by full Council in June 2014 included the creation of 3 new Associate Cabinet Member roles that would be responsible for providing strategic support to the delivery of Council objectives and enhance member involvement in strategic decision making.
- 3.1.2 It was further agreed that the discharge of these roles would be supported by the allocation of a Special Responsibilities Allowance (SRA) and be proportionate to the anticipated strategic impact the roles would provide. The Council agreed not to expand the SRA or other allowances envelope to ensure that the added value was gained from existing financial resources.

3.2 The agreed role of the Associate Cabinet Members

- 3.2.1 A detailed specification relating to the role of the new Associate Cabinet Members was agreed. It was recognised that this was a new and innovative approach for the Council that could add value to the delivery of strategic objectives and also provide development opportunities for Members who were not in Cabinet.
- 3.2.2 The ACMs were appointed at the Annual Council from the majority party, with a ward councillor from each of the three geographical areas (as described below). The ACMs are invited to attend Cabinet meetings, but are not executive members, nor do they have voting rights. This adapts an approach to extend involvement and enhance cross cutting activity that has been implemented by other local authorities. ACMs can act as Council spokespersons and be quoted or featured in publicity where it relates to their responsibility on the Council. They can also be asked questions at Council meetings.

3.3 Coverage - spatial area

- 3.3.1 The ACMs are responsible for geographically defined areas that reflect a strategically relevant spatial approach. This established geographically bound areas designated as Enfield North, Enfield South East and Enfield West.
- 3.3.2 Each of these spatial areas has active area based regeneration partnerships (Area Partnership Boards) to be chaired by the relevant ACMs. The transformation of these areas will be critical to the long term achievement of the Council's strategic objectives and form a crucial element of the new ACM remit.

A map showing the agreed areas can be found at Appendix 1.

3.4 Main duties

The role of ACMs was agreed by Cabinet on 11 June 2014. A summary of the duties is as follows:

- Chairing Area Based Partnerships and (non-voting) membership of Enfield Strategic Partnership
- Provide a focal point for members' issues within their geographical split and include these issues in regular reports into Cabinet/Council
- Develop a portfolio of work (work programme) that reflects the character of the area being championed including coordination of cross-ward issues
- Promote the new approach to ward level engagement by members
- Liaison with planning activity in the area being championed
- Encourage and facilitate liaison with other spatial work being delivered by partner statutory agencies

3.5 Evaluation of Impact of ACMs at 18 months

It was agreed that, due to the innovative nature of the proposal, an evaluation of the impact made by implementing the ACM approach is carried out after 18 months and presented to Cabinet (April 2016).

3.5.1 A desktop evaluation exercise initiated by the Head of Strategy, Partnerships, Engagement and Consultation has considered the cumulative data contained in all ACM returns since July 2014. The report is at Appendix 2.

3.5.2. Evaluation of the returns shows that ACMs have demonstrated added value to the following operational areas:

- Area based partnership working and sub-borough regeneration delivery
- Support to Cabinet in its decision making and communication of key priorities
- Support to democratic engagement (delivery of ward forums)
- Support to spatial issues relating to planning
- Participation in the Enfield Strategic Partnership as non-voting members

3.5.3 **Area based partnership working and sub-borough regeneration** – the ACMs have successfully supported sub-borough regeneration activity in their respective areas, chairing partnership/board meetings and ensuring progress has been made against key milestones. ACMs have also been active in helping to support targeted public health initiatives in their respective areas.

3.5.4 **Support to Cabinet** – the ACMs have provided support to Cabinet both in terms of helping deliver key strategic messages as part of their ACM roles and supporting key borough-wide initiatives such as Cycle Enfield and budget consultation.

3.5.5 **Support democratic engagement** – All ACMs have been actively involved in supporting and facilitating the new style ward forums with regular appearances at ward forums to support ward level Member working.

- 3.5.6 **Supporting area specific planning activity** – ACMs have taken a leading role in helping to engage local communities on planning related engagement such as that focusing on local plans/core strategy. They have also provided a focal point for local groups wishing to feedback on proposals, linking into the teams within the local authority who are developing our planning agenda. This has generated some significant added value activity as a result of close working and support given to 'Friends of Parks' groups.
- 3.5.7 **Participation in the Enfield Strategic Partnership** – there has been an ACM presence at the annual ESP partnership meetings.

3.6 ACM reporting September 2015 – March 2016

- 3.6.1 In keeping with the specification set out in the Council Report of June 2014, it was agreed that ACM work programmes would be reported on twice a year to Cabinet to coincide with operational year at mid-point and year end. This June 2016 ACM update report reflects activities taking place between September 2015 and March 2016.
- 3.6.2 The attachments appended to this report contain a narrative update focused on areas of strategic activity engaged in by each of the 3 ACMs.

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 prepare the Council for future challenges arising from significant future budgetary pressures and changes to wider Government Policy.

5. REASONS FOR RECOMMENDATIONS

- 5.1 To note the first work programme updates as presented

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

6.1 Financial Implications

The activities within this report are contained within existing budgeted resources

6.2 Legal Implications

The recommendations in this report are in accordance with the legislation outlined below.

Section 15 of the Local Government and Housing Act 1989 states that it shall be the duty of a relevant authority having power from time to time to make appointments to

a body to which this section applies to review the representation of different political groups on that body. When considering this duty, regard amongst other things should be given to the political make up of that group.

6.3 Property Implications

There are no direct property implications.

Where the ACMs become involved in issues that may affect the Council's property portfolio (redevelopment, acquisitions, disposals changes in occupation etc.), 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, provide the basis for 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 has been mitigated through the development of guidance and toolkit that provides Members with a clear and concise supporting resource to help them fulfil their duties. A highly limited amount of officer support is also in place to assist with basic requirements.
- That robust evaluation of new scrutiny arrangements and the impact of ACMs has been commenced.
- 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 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

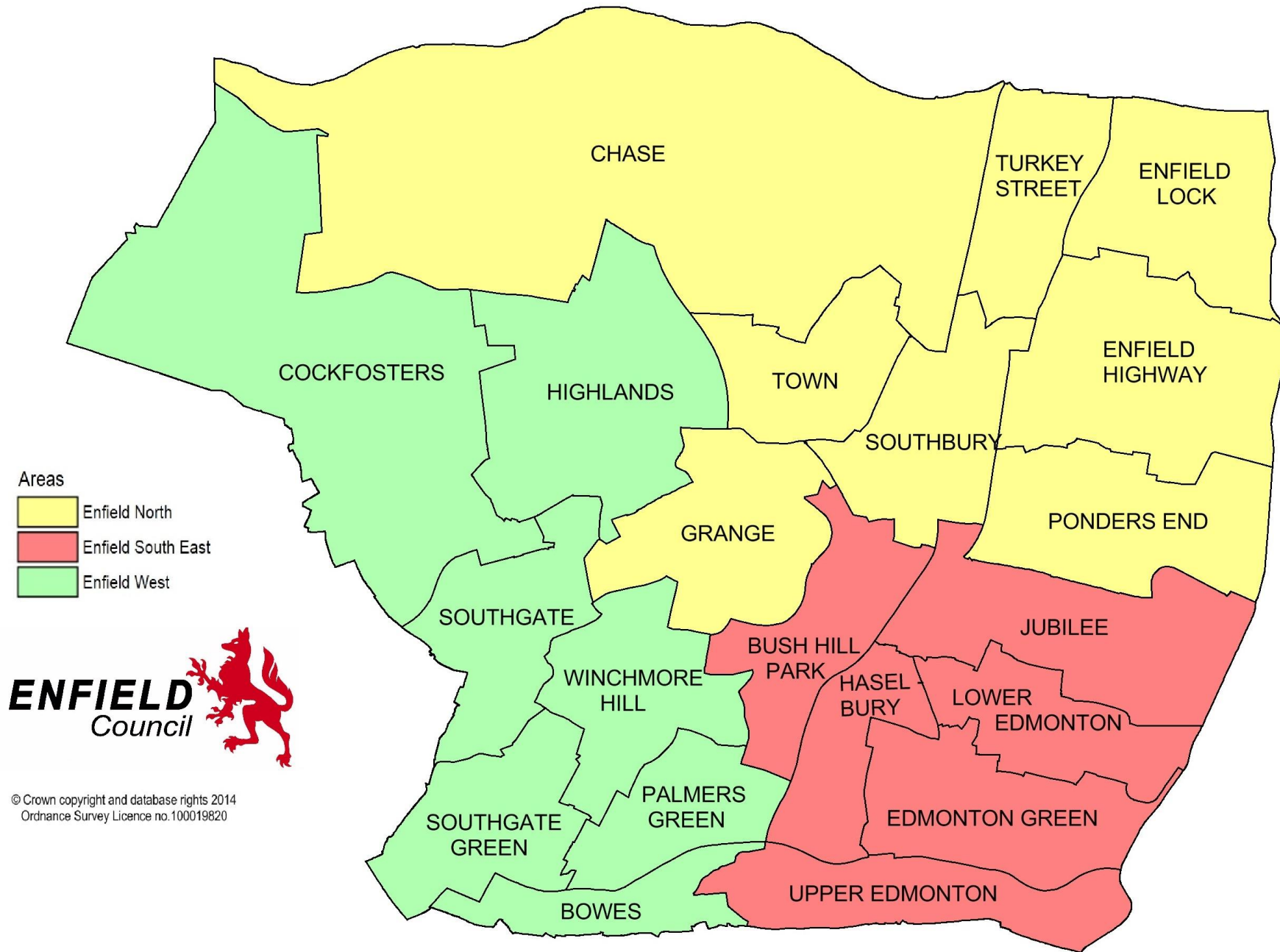
The role of the ACM will impact positively on Growth and Sustainability by helping the Council focus more strategically on cross cutting issues and develop more inclusive solutions. They also encourage wider participation in issues that affect Growth and Sustainability in Enfield by linking Members more 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 support the creation and maintenance of strong communities by placing Members closer to their communities and by enabling a more joined up and comprehensive approach to delivering services to local people.

Background Papers

None.



Appendix 1: Map illustrating areas of spatial responsibility for Associate Cabinet Members (ACMs)