

## MUNICIPAL YEAR 2018/2019 REPORT NO. 59

**MEETING TITLE AND DATE:**

Cabinet: 12<sup>th</sup> September  
2018

**REPORT OF:**

Chief Executive

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Agenda – Part: 1

Item: 6

**Subject:**

**Corporate Plan 2018-2022**

**Wards: All**

**Cabinet Members consulted:**

**All Cabinet Members**

### 1. EXECUTIVE SUMMARY

- 1.1 The current Council vision and strategic aims have been in place since 2010. They have helped the Council to deliver the vision to make Enfield 'a better place to live and work delivering fairness for all, growth and sustainability and strong communities'.
- 1.2 The May 2018 elections provided an opportunity to set out the Council's vision and priorities for the next four years, whilst reflecting on the current situation.
- 1.3 The Corporate Plan 2018 2022, 'Creating a lifetime of opportunities in Enfield' that is attached is the result of robust consultation with Council Members, the Executive Management Team, senior managers and staff and provides a clear direction for the Council over the next four years. More detailed actions to achieve the priorities are set out in departmental plans and robust performance management will ensure we are able to measure progress towards achieving the priorities.

### 2. RECOMMENDATIONS

Cabinet are asked to:

- 2.1. Consider and agree the Corporate Plan 2018 -2022, with the making of any minor amendments being delegated to the Leader prior to publication
- 2.2. Recommend that Council approve the Corporate Plan 2018-2022

### 3. BACKGROUND

- 3.1 The current Council vision and strategic aims have been in place since 2010. They have served the Council well and excellent progress has been made in delivering the vision to make Enfield 'a better place to live and work delivering fairness for all, growth and sustainability and strong communities'.
- 3.2 However the way the Council operates has altered and continues to change as we deal with increasing demand for our services and reducing resources. The way services are delivered is different as we have moved from being a department-driven organisation to one where cross-cutting initiatives, often involving other public bodies, the private and not for profit sectors, are the norm. The Council is also engaged in large scale regeneration projects such as Meridian Water and is increasingly working at a sub-regional or regional level.
- 3.3 The May 2018 elections provided an opportunity to set out the Council's vision and priorities for the next four years, whilst reflecting on the current situation.
- 3.4 London Communications Agency (LCA) were engaged to work with the Council on the plan to provide robust, comprehensive consultation, independent challenge and produce a well-written professional document.
- 3.5 In late 2017, LCA conducted individual interviews with the Council Leader and all members of the Cabinet; the Leader of the Conservative group and several members of the shadow cabinet; and the Chief Executive. A focus group session was conducted with the Executive Management Team (EMT) and five sessions were arranged with Assistant Directors, Head of Service and Team Leaders.
- 3.6 A questionnaire and script were used for each interview, though the discussions were allowed to take their own direction whilst ensuring that all the salient points were covered. The senior management focus groups addressed some of the interview questions for comparison, but also covered more operational concerns. The information gathered was used to populate an evidence base from which key themes and priorities were identified. This was used to develop the Corporate Plan framework, from which the full Corporate Plan was developed
- 3.7 Following the election, the new Council Leader reviewed and amended the draft Corporate Plan to reflect manifesto commitments and the political direction and priorities of the new administration.
- 3.8 The Corporate Plan 2018 – 2022 'Creating a Lifetime of Opportunities' sets out the Council's strategic direction and priorities for the next four years. The plan is divided into two sections:
- **The People and the Place** section sets out the Council's three strategic aims for Enfield, the key priorities that support them and the main actions that will contribute to the delivery of these priorities. Departmental plans set out our delivery plans in more detail.
  - **Our Guiding Principles** describes the relationship that the Council aims to develop with residents, partners and among its staff to

ensure that they feel informed and have opportunities to contribute to the development of services and comment on their effectiveness

3.9 In addition to the vision and strategic priorities, the full plan (to be attached at Appendix A) includes a Foreword from the Leader of the Council; more information on the Council's priorities; facts about Enfield; and examples of good practice and achievements.

#### **4. ALTERNATIVE OPTIONS CONSIDERED**

The Council could have continued with the existing Corporate Plan. However the Council requires a clear strategy setting out the strategic aims and priorities for the next four years to ensure that resources are allocated to defined need; regeneration and infrastructure projects are well planned and managed; services are provided cost effectively; and that there is a positive effect on the lives and wellbeing of Enfield's residents.

#### **5. REASONS FOR RECOMMENDATIONS**

The Corporate Plan 2018 – 2022 provides the strategic direction of the Council over the next four years. It will inform the strategies and delivery programmes that will deliver the Council's aims and priorities and ensure effective use of our limited resources.

#### **6. COMMENTS OF THE EXECUTIVE DIRECTOR OF RESOURCES AND OTHER DEPARTMENTS**

##### **6.1 Financial Implications**

None

##### **6.2 Legal Implications**

The General Power of Competence (General Power) under the Localism Act 2011 (LA 2011) provides: 'A local authority has power to do anything that individuals may do' even if:

- It is unlike anything else the authority may do
- It is unlike anything that other public bodies may do
- It is carried out in any way whatever
  - Anywhere in the UK or elsewhere
  - For a commercial purpose or otherwise for a charge or without a charge
  - For, or otherwise than for, the benefit of the authority, its area or persons resident or present in its area.

When exercising the General Power, local authorities will still be bound by the usual constraints of public law. The exercise of the General Power, as with any other power, can still be challenged under judicial review on the following grounds:

- Illegality

- Irrationality
- Procedural unfairness
- Legitimate expectation

The exercise of the power will also be subject to express statutory restraints such as the public sector equality duty in section 149 of the equality Act 201:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This report and its recommendations present as being within the legal powers and duties cited above.

## **7. KEY RISKS**

Clearly setting out the Council's strategic aims and priorities for the next four years in the new Corporate Plan ensures that the Council's resources and efforts are focused on priority activities and services.

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

The new Corporate Plan 'Creating a Lifetime of Opportunities in Enfield' sets out the Council's strategic aims and priorities for 2018 – 2022 that will inform the development and delivery of services and how we will work with and for residents, staff and partners.

## **9. EQUALITIES IMPACT IMPLICATIONS**

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report to approve the new Council Business Plan 2018-2022. However it should be noted that projects or work stream deriving from this may be subject to a separate Equalities Impact Assessment. Therefore any projects or work stream will be assessed independently on its need to undertake an EQIA to ensure that the council meets the Public Sector Duty of the Equality Act 2010.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

A new corporate performance scorecard is being developed to enable the Council's progress in achieving the strategic aims and priorities to be monitored robustly. This will have a particular focus on the Council's commitment to reducing the inequality experienced by people across the Borough and enabling everyone to reach their full potential.

**11. PUBLIC HEALTH IMPLICATIONS**

The plan demonstrates the Council's commitment to Health in All Policies by making health a priority in decision-making throughout the Corporate Plan.

**Background Papers**

None