

MUNICIPAL YEAR 2018/2019 REPORT NO. 141

MEETING TITLE AND DATE:

Shareholder Board
29th January 2019

REPORT OF:

Commercial Director

Contact officer and telephone number:

Nicky Fiedler Ex 2016

E mail: nicky.fiedler@enfield.gov.uk

Agenda – Part:1

Item: 4

Subject: Review of alignment between the Councils Companies and Enfield's new Corporate Plan

Wards: All

Cabinet Member consulted:

Cllrs Daniel Anderson & Ahmet Oykenner

1. EXECUTIVE SUMMARY

- 1.1 At the meeting of 3 October 2018, the Shareholder Board requested that officers carry out a review to evaluate how the companies under their direction were aligned and able to demonstrate contribution to the strategic aims of the new Corporate Plan, 'Enfield: Creating a lifetime of opportunities 2018 – 2022'. This was regarded as essential to provide a strong, coherent and consistent approach for the local authority to pursue.
- 1.2 The review was asked to look at the present ambitions and vision for the companies concerned in the context of the new corporate plan and its strategic aims. Where linkages were clear these would be highlighted and consolidated. Where linkages were less clear, the review would offer recommendations to take necessary action to link and align the ambitions of companies to make sure this could be evidenced in future.
- 1.3 The review would also take an overview of other key strategies that drive service delivery in the local authority and make some initial recommendations on how they could be reflected in future strategy development.
- 1.4 This report provides an update on the review work carried out so far, provides an analysis of where our companies are in terms of alignment and makes some preliminary recommendations on recommended steps to take where further work is needed to complete the alignment process.

2. RECOMMENDATIONS

- 2.1 To note the content of the report
- 2.2 To agree taking forward recommendations as set out in paragraphs 3.7 – 3.12 to allow for greater linkages between corporate plan ambitions and companies managed through the Shareholder Board
- 2.3 To agree that a further report be brought back once work has completed in 2019.

3. BACKGROUND

- 3.1 At the meeting of 3 October 2018, the Shareholder Board requested that a review be carried out to understand how the companies in scope could visibly and evidentially support the delivery of the Council's new corporate plan, "Creating a Lifetime of opportunities in Enfield".
- 3.2 The review would primarily seek to test how the companies could be adjudged to contribute to the three strategic aims enshrined in the new corporate plan document. These are to deliver:
- Good homes in well connected neighbourhoods
 - Sustain strong and Healthy communities
 - Build our local economy to create a thriving place

An extract 'plan on a page' summarising the Corporate Plan strategic aims in more detail is at Figure 1 in this report.

- 3.3 The report seeks to review the vision and business plans of the companies and sought to assess how closely aligned they are already with the new corporate plan. There has also been engagement with leads in the relevant companies to self-assess and gain views from the delivery perspective on how the three strategic aims are being met through the activities of the companies.
- 3.4 The review delivers some high-level analysis on how the Companies were placed to reflect the content of, and influence new and emerging key strategies being developed by the council and those that have been recently signed off. These would include the new Commercial Strategy, Customer Experience Strategy signed off in October 2018 as well as key new documents in development. This would encompass the new Local Plan, new Housing and Good Growth Strategy and new Joint Health and Well-Being Strategy.

Figure 1



Summary findings of review of alignment between companies and corporate plan

- 3.5 The reviewing officer has carried out his own evaluation and received self-assessment responses from Housing Gateway Ltd., Enfield Innovations Ltd., Independence and Wellbeing Ltd., and Enfield Energetik.
- 3.6 Overall, the findings were positive. When considering aims and objectives of each of the companies alongside those major ambitions in the corporate plan, the connections between the two could be made with some interpretation given the differing language used.
- 3.7 Where improvements could be made were in terms of creating a very visible connection that required less analysis and interpretation to link outcomes across from company to corporate plan. A key recommendation of this report is that work be carried out to ensure that the language used in the corporate plan has a clear and visible home in the narrative for the companies.
- 3.8 This would ensure that a coherent and consistent narrative for the local authority could be created and would make it simpler and more effective to engage in future business planning, impact measurement and added value determination as well as provide a much stronger basis upon which to work across the local authority to generate even better outcomes.
- 3.9 More visible adoption of the strategic aims of the corporate plan would also allow for more consistent and better messaging to residents and the outside world. It would allow members and senior officers to deliver key communications with confidence and reinforce the perception of Enfield as a place to live, invest, and do business in.

Seeking greater alignment between companies under the Shareholder Board and other key strategies

- 3.10 The review also looked at some key new and emerging strategies and is of the view that whilst there are clear linkages in terms of intent between the companies as currently set out and the new Commercial Strategy and

Customer Experience Strategy, that more work should be carried out to make those alignments more visible and robust. It is recommended that lead officers' carry out a review to see how best to enshrine key principles into the operation and delivery of the respective companies.

3.11 In terms of new major strategies and documents under development such as the Local Plan, Housing and Good Growth Strategy, Joint Health and Well Being Strategy it is recommended that the Shareholder Board instructs officers leading these to engage the companies proactively to ensure they get involved in the development of these documents. All companies should be able to demonstrate considerations given to and influence upon wider council owned strategies that drive delivery to residents.

3.12 The final recommendation of the review is that a system for measuring impact against corporate plan strategic aims is devised and a further report, updating on progress made to implement the recommendations be brought forward later in 2019.

4. ALTERNATIVE OPTIONS CONSIDERED

None. The Shareholder Board has requested the review be carried out on its behalf.

5. REASONS FOR RECOMMENDATIONS

The recommendations in this report will deliver the intended outcome sought by instigating the review. The recommendations provide an action plan to ensure alignment and transparent connectivity.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

No financial implications arising from this report.

6.2 Legal Implications

The recommendation within this report is within the Council's powers and duties. The Council has general competence powers in section 1 of the Localism Act 2011 that empowers it to undertake the action recommended in this report.

6.3 Property Implications

None

7. KEY RISKS

There are no risk management implications associated with this report.

8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

8.1 Good homes in well-connected neighbourhoods

A number of the companies were developed to help alleviate housing pressures by reducing the pressure on the temporary accommodation budget as well as increasing the availability of good quality social housing. Companies that operate in profit with good financial systems will help secure good homes in well connected neighbourhoods.

8.2 Sustain strong and healthy communities

The companies help improve health by providing good quality housing for residents. energetik aims to provide low cost sustainable energy in terms of heating and hot water reducing greenhouse gasses and improving the environment and therefore the health prospects of residents.

8.3 Build our local economy to create a thriving place

The companies aim to provide clean sustainable fairly priced energy and good quality homes that have a fair rent. One of the companies also provides support for some of the most vulnerable people in Enfield. The companies help build strong and sustainable communities ensuring access to good quality services. Companies with strong accounting system can benefit the local economy through local supply chains and employing local people.

9. EQUALITIES IMPACT IMPLICATIONS

There has been no equality Impact assessment completed.

10. PERFORMANCE AND DATA IMPLICATIONS

The Shareholder Board will put in place a formal and robust reporting process between the companies and the Council to ensure they are supporting the Council's aims and objectives.

11. PUBLIC HEALTH IMPLICATIONS

There are no public health implications associated with this report

Background Papers

None.