

## London Borough of Enfield

### Enfield Council Annual meeting

Meeting Date: 1 July 2020

---

**Subject:** Enfield Council Plan 2020-2022  
**Cabinet Member:** Cllr Nesil Caliskan  
**Executive Director:** Ian Davis  
**Key Decision:** n/a

---

### Purpose of Report

1. This report presents the new Council Plan: A Lifetime of Opportunities 2020 – 2022 to the Council AGM on 1<sup>st</sup> July 2020.

### Proposal

2. It is proposed that the new Council Plan: A Lifetime of Opportunities 2020-2022 is agreed and adopted by Enfield Council.

### Reason for Proposal(s)

3. This new Council Plan refreshes the existing current corporate plan to reflect progress made since 2018, updating priorities and ambitions until 2022. This is in response to operational needs and meets recommendations made in a recent peer review report carried out by the Local Government Association (LGA) in January 2020.
4. The mid-point of May 2020 and the advent of the Covid-19 crisis presents the local authority with a timely opportunity to present a new refreshed draft that can set out the priorities of the local authority for the remainder of the present electoral cycle and also reflect on the impacts of Covid-19 for the borough.
5. The new council plan document (formerly referred to as the 'corporate plan') presents a renewed vision for delivering a lifetime of opportunities in the borough until 2022 and beyond as well as reflecting on the many successes delivered since May 2018. It also reflects in a timely fashion on how we will seek to maintain focus and delivery on our agreed ambitions in the light of the Covid-19 outbreak and how we are flexing to meet the new challenges arising.

## Relevance to the Council Plan

6. The new document is the new Council Plan for the organisation and captures how we will prioritise action as a whole between 2020 and 2022.

## Background

7. The new Council Plan presents an update and refresh of the Enfield Council Corporate Plan, 'Enfield Council: A Lifetime of Opportunities 2018-2022' which was approved by Council in 2018.

## Main Considerations for the Council

8. The local authority is refreshing the existing current 'corporate plan' to reflect progress made since 2018, update priorities and ambitions until 2022 and to respond to a main recommendation in a most recent peer review by the Local Government Association (LGA). In their subsequent report issued in January 2020, a key recommendation was to engage a refresh of this key document could helpfully reflect the journey made so far and new and emerging priorities that have become central to the delivery of council services since the last Plan was developed and signed off in June 2018.
9. The new Council Plan document is the result of extensive work carried out by the Corporate Strategy Team under the direction of the Executive Management Team at Enfield Council and the ruling group.
10. Since work commenced on the refresh the outbreak of Covid-19 has given fresh impetus to this work. The current draft aims to set out how the local authority will retain its ambitions for the borough and will seek to deliver them in a post Covid-19 environment.
11. The new draft council plan document (formerly referred to as the 'corporate plan') presents a renewed vision for delivering a lifetime of opportunities in the borough until 2022 and beyond as well as reflecting on the many successes delivered since May 2018.
12. The new draft Council Plan 2020 – 2022 'A lifetime of opportunities' sets out the Council's strategic direction and priorities for the next two years. The plan addresses three overarching priorities and four cross-cutting themes.
13. The 3 priorities are:
  - **Good homes in well-connected neighbourhoods**
  - **Safe, healthy and confident communities**
  - **An economy that works for everyone**

Each of these priorities have 4 supporting objectives within which dedicated actions and milestones are contained.

14. The plan also recognises that we continue to evolve as an organisation and identifies four new cross cutting themes to support deliver of these priorities. These are:

- **A Modern Council**
- **Equal Enfield**
- **Early Help**
- **Climate Action**

These cross-cutting themes in the draft reflect the journey undertaken by the local authority since May 2018 and are set against the future challenges faced by the council as it seeks to deliver a transformational agenda.

- **Covid-19: Impact and recovery**

15. The onset of the Covid-19 crisis from late February into March 2020 and the present has led lead officers in the Corporate Strategy Team to revisit the text to take this unprecedented challenge into account. This work has been carried out under the strategic direction of the Executive Management Team and has changed the tone of the draft to reflect the new challenges the outbreak has set for local authorities and how we will respond. All agreed that the overarching strategic aims of the new Council Plan remained wholly valid and securing the achievement of them became even more critical for the future prosperity of Enfield. The present draft reflects this.

16. Lead officers in the Corporate Strategy Team are also playing a key role in helping to deliver the councils current response to the Covid-19 crisis. This has enabled a thorough understanding of the response being made and the challenges being faced, and this has been incorporated into the text.

- **Consulting with the organisation**

17. The Corporate Strategy Team have worked closely with our Executive Management Team (EMT) and have consistently engaged with lead departmental officers through a programme of sessions at Departmental Management Team (DMT) levels to ensure that the coverage in the document is comprehensive. This was vital to ensure that the draft document was reflective of how the organisation is working to meet strategic goals but also to ensure it could be drafted in a way that could inspire ownership across the organisation as the defining strategic document for the organisation.

- **Consulting with Members**

18. The involvement of members from the administration was vital if we were to produce a document that could be owned by all and meet some of the main points raised by the LGA in their review. We have consulted with Cabinet Members and held a session with the wider ruling group in May

2020 to help refine the messaging in the document and gain views on emphasis and tone. This strategic linkage between organisation and political administration will be an essential part of how we work together for the remainder of this present term.

- **Embedding behaviours and ensuring ownership of the council plan**

19. The Corporate Strategy Team under the direction of EMT and with leadership from the Director for HR and OD, will be creating a programme of presentation and induction to help embed the plan. This will complement those used by HR to support employees and will aim to connect officers to each other and to the shared ambitions of the administration expressed in the plan effectively.

- **Evaluation and further refresh**

20. The Covid-19 crisis and some of the uncertainties generated mean that this new document has flexibility built into it to allow for the local authority to flex if necessary as we move into the 'recovery' phase of the outbreak. It is intended that the plan is subject to 6 monthly monitoring as standard with a narrative report produced by the Corporate Strategy Team for EMT and Cabinet annually. This will provide an opportunity to assess progress made against stated objectives and targets and give a chance for the organisation to consider how it may need to flex as potential new challenges arise. The evaluation process will also allow for interim assessments to be made if necessary to help coordinate any recalibration or reprofiling requirements that may become necessary in the future.

### **Safeguarding Implications**

21. There are no immediate safeguarding implications connected to the document but the adherence to relevant policies and provision of adequate resources to provide high quality safeguarding services are enshrined in the new plan.

### **Public Health Implications**

22. The new draft plan summarises our public health approach as part of an ongoing commitment to creating safe, healthy and confident communities. It links strongly to key operational strategies and policies such as the new Joint Health and Wellbeing Strategy and our ambition to create Health in All Policies (HiAP). It also considers the impact of public health crisis following the Covid-19 pandemic, setting out our response so far and prioritised plans for recovery.

### **Equalities Impact of the Proposal**

23. The Council Plan sets out a high-level approach to how we will continue to evolve and manage the equalities agenda. Much work on has already been carried out to enhance our understanding of the equalities agenda in the borough and its impact on life chances and access to opportunity.

Our recently published and independent report 'All Things Being Equal: Report of the Enfield Poverty and Inequality Commission' (Jan 2020) set out 27 recommendations that are linked to the delivery of the new draft Council Plan. In addition, our new council plan cross-cutting theme of achieving an 'Equal Enfield' enshrines further our commitment to promoting and taking action to deliver greater equality in our borough, ensuring equalities considerations are built into decision making and service design.

24. All work streams reflected in the new draft council plan are subject to either predictive or retrospective equality impact assessments (sometimes both) and this document will reinforce this process and help drive the work of the newly restructured Corporate Equalities forums that have been initiated for both officers and members. Incorporating equalities considerations in decision making and service design is at the heart of the ambitions contained in the new Council Plan.
25. The delivery of our ambition to become 'A Modern Council' has also meant that further joint working on our organisational equalities agenda has been escalated and work planning to address this is in progress, led by the Director of HR supported by the Corporate Equalities Board and senior officers.

### **Environmental and Climate Change Considerations**

26. The new Council Plan fully reflects the ambitions of the new Enfield Climate Action Plan, taking them fully into account. The realisation of the local authority's ambitions to become more environmentally sustainable as an organisation as well as provide the infrastructure to support the community, our businesses and other stakeholders is a key cross-cutting theme of this new document.

### **Risks that may arise if the proposed decision and related work is not taken**

27. The current Enfield Council Corporate Plan is no longer fit for purpose as much has changed since it was drafted in 2018. To continue with the plan would ignore the recommendations made by the LGA when reviewing both our policy and communications work which made clear there was an opportunity to more closely align the work of the local authority across its many services areas as well as to link more clearly outcomes to objectives and align the organisation with the administration it is working with. This would mean that there would be an absence of transparency as the document would not accurately reflect achievements and future ambitions if not refreshed. It was considered vital to ongoing organisational development that this refresh work was actioned with the involvement of staff and members.

### **Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

28. The adoption of the new Council Plan reflects and is mindful of the operational risks that the local authority faces in seeking to deliver a challenging and transformational agenda. This is embedded into the operational strategies and plans that flow from the document and the robust approach to risk management that is adopted by Departments and Teams as a result.

### **Financial Implications**

29. There are no specific financial implications attached to the approval of the Council Plan.

### **Legal Implications**

30. 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.

31. 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

32. 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 2010:

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

### **Workforce Implications**

33. The new Council Plan sets out in summary our wider aspirations to create a modern Council that supports and develops all of its workforce to be the best it can be. A working group headed by the Director of HR is working with the Corporate Strategy Team to finalise a workforce plan with interventions and measures that can ensure that the new plan is owned and is influencing how we work as an organisation.

### **Property Implications**

34. The new Council Plan with its ambition to deliver 'A Modern Council' is linked to the ongoing development and implementation of strategies and policies linked to the management of the Council's buildings portfolio, management of relevant companies and reflects our responsibilities as corporate landlord to the community.

### **Other Implications**

35. The new Council Plan also reflects our priorities in areas such as community safety and cohesion, economic development, smarter procurement, environmental services, leisure and culture and our response to the Covid-19 crisis.

### **Options Considered**

36. The Council could have continued with the existing Corporate Plan or delayed drafting a new plan until the longer-term implications of Covid-19 public health crisis has become clearer. However, as the LGA review recommended, it would be in the interests of the Council to refresh and create a new Council Plan that clearly reflects the progress made as an organisation and can most clearly set out the strategic aims and priorities for the next two 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.

### **Conclusions**

37. The report is commended to Enfield Council for agreement and adoption.

---

Report Author: Shaun Rogan  
Head of Corporate Strategy  
Shaun.rogan@enfield.gov.uk  
0203 132 1091

Date of report 8 June 2020

### **Background Papers**

None

## **Appendices**

**The new Council Plan is attached at Appendix 1.**