

MUNICIPAL YEAR 2022/2023

Health and Wellbeing Board
15 December 2022

Report of Chief Executive

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Agenda - Part:	Item:
Subject:	
Draft Council Plan 2023-26	
Wards: ALL	
Cabinet Member consulted: Leader	
Approved by: Chief Executive	

EXECUTIVE SUMMARY

1. The new draft Council Plan 2023-26: *Investing in Enfield* replaces our previous Council Plan 2020-22: *A Lifetime of Opportunities*. It sets out the Council's strategic direction and priorities for the next three years. The Plan will be used to inform and guide staff across the organisation on the Council vision and priorities and will be available online for all our stakeholders and partners to learn more about the Council and our goals.
2. The draft Plan is being shared with stakeholders for feedback and discussion, prior to approval of the final Plan by Council which is scheduled for February 2023.

RECOMMENDATIONS

3. The Health and Wellbeing Board is asked to:
 - Note and provide feedback on the draft Council Plan 2023-26

BACKGROUND

4. The new Council Plan 2023-26 replaces our previous Council Plan: *A Lifetime of Opportunities* which was approved by Council in 2020 and expired in 2022.
5. The previous Council Plan 2020-22 set out three overarching priorities and four cross-cutting themes.
6. The three priorities were:
 - Good homes in well-connected neighbourhoods
 - Safe, healthy and confident communities
 - An economy that works for everyone
7. The four cross-cutting themes were:

- A modern council
 - Fairer Enfield
 - Early Help
 - Climate Action
8. A full review of the previous Council Plan 2020-22 was carried out between January and April 2022 to evaluate progress against these priorities and cross-cutting themes and outcomes achieved. The review has informed the new Council Plan 2023-26 alongside the Ruling Group manifesto from the May 2022 elections; analysis of local socio-economic data; benchmarking with other local authorities; and analysis of wider engagement and research carried out across the local authority on specific projects.

REPORT

9. The new draft Council Plan 2023-26: *Investing in Enfield* sets out the Council's strategic direction and priorities for the next three years. The plan sets out five overarching priorities; five principles; and five future outcomes we're working towards. The Plan will be used to inform and guide staff across the organisation on the Council vision and priorities and will be available online for all our stakeholders and partners to learn more about the Council and our goals.

10. The five priorities are:

- **Clean and green places**
- **Strong, healthy and safe communities**
- **Thriving children and young people**
- **More and better homes**
- **An economy that works for everyone**

Each priority is underpinned by a set of strategic high-level actions.

11. The way the Council engages and work with residents, businesses and partners and the way it makes decisions and allocates resources are fundamental to the success. The Council Plan principles explain how the Council will work to deliver its vision for Enfield and are:

- **Fairer Enfield**
- **Accessible and responsive services**
- **Financial resilience**
- **Collaboration and early help**
- **Climate conscious**

12. We have identified long term outcomes that we are seeking to positively impact over the four years of our Council Plan and beyond. We have identified measurable indicators to help us understand progress on achieving these outcomes for all our residents. Most of these indicators will show us how we're doing on tackling long-standing challenges, such as poverty and health inequality, which are impacted by many complex factors, including

those outside of our control. While these challenges can only be addressed by many institutions and individuals working together over the longer term, we are investing in Enfield and delivering our services in order to contribute towards improvement across all these indicators for the future. The five future outcomes are:

- **Residents live happy, healthy and safe lives**
- **Residents have enough income to support themselves and their families**
- **Children and young people do well at all levels of learning**
- **Residents live in good quality homes they can afford**
- **Residents live in a carbon neutral borough**

13. The new Council Plan 2023-has been developed through workshops, analysis reflection and debate by elected members, the Executive Management Team (EMT), senior managers and staff.

14. The draft plan has also been informed by a review of progress made against the previous Council Plan 2020-22 priorities; the Ruling Group manifesto from the May 2022 elections; data showing local evidence of need; benchmarking of other local authorities; and analysis of wider engagement and research carried out across the local authority on specific projects.

ALTERNATIVE OPTIONS CONSIDERED

15. In developing the new Plan, other options regarding priorities, principles and future outcomes have been considered. The proposed Council Plan 2023-26 has been informed by robust consultation with officers and elected members; a review of the previous Council Plan 2020-22; the Ruling Group manifesto from the May 2022 election; an analysis of socio-economic data; an Equality Impact Assessment; and benchmarking of best practice and is the recommended approach.

REASONS FOR RECOMMENDATIONS

16. The new Council Plan 2023-26 replaces our previous Council Plan 2020-22: *A Lifetime of Opportunities*. We have reflected on progress made on delivering this 2020 Plan; and on the challenges and opportunities for the borough and its residents for the next three years to create a new refreshed vision and priorities for 2023 – 2026.

17. The new Council Plan provides a renewed strategic direction for the Council as it continues to invest in the borough to deliver positive outcomes for residents.

KEY RISKS

18. The Council is experiencing significant financial pressures due to rising demand for services from a growing population combined with decreasing Government funding, rising inflation and interest rates. There is a risk that

these financial pressures will negatively impact on the Council's ability to deliver on the Council Plan priorities. The annual Budget and Medium Term Financial Plan outline how the Council will direct resources to deliver the objectives set out in the Council Plan.

19. The Council Plan 2023-26 also recognises the need for the Council to work in collaboration with partners and stakeholders to deliver on our vision for the borough.
20. We will create new corporate performance scorecards for 2023/24 onwards in line with the priorities set out in the Plan, to track our performance and progress in delivering our five new priorities. These will be reported to Directorate Management Teams, Executive Management Team and Cabinet quarterly. This performance management framework will enable senior leadership and Cabinet to monitor the progress being made towards delivering the Plan; consider the current and future strategic risks associated with the information provided and use this to inform decision-making; and challenge progress with responsible officers as necessary.
21. Each Department Management Team will also produce annual service plans that detail the work they are undertaking to deliver on the Council Plan priorities and review progress against their service plans on a quarterly basis.

ENVIRONMENTAL AND CLIMATE CHANGE CONSIDERATIONS

22. The new Council Plan 2023-26 will support the Council to deliver on its commitments to become a carbon neutral organisation by 2030 and a carbon neutral borough by 2040 as set out in the Enfield Climate Action Plan.
23. The draft Council Plan 2023-26 includes a principle for us to be climate conscious. This means that the Council will continue to consider the impact of all decisions on the environment and climate change, ensuring that the decisions it makes across operations will help us on our path towards carbon neutrality. This includes considering energy consumption, carbon emissions, and environmental risks associated with our decisions, and how we will adapt to the impacts of climate change.
24. The draft Council Plan 2023-26 sets out the Council's vision to deliver clean and green places that will help to tackle climate change and protect residents and businesses from the impacts of changing weather that we are already starting to experience. This includes enhancing biodiversity by planting more trees and introducing new wetlands and wildlife programmes; continuing to deliver programmes that make low carbon transport easier and safer for people; and supporting and enabling our residents and businesses to make better use of resources. The Council Plan also reaffirms our commitment to reduce emissions from our buildings and the emissions created from the goods and services we use.

IMPACT ON PRIORITIES OF THE HEALTH AND WELLBEING STRATEGY

25. The draft Council Plan 2023-26 sets out our vision to build and maintain strong, healthy and safe communities where people lead active lifestyles, have access to healthy food, feel safe in and connected to their community and live in good health for as long as possible.
26. The conditions in which people grow, live, work and age can make it harder for them to live healthier lives. There is a stark difference in life expectancy and in the number of years lived in good health, between people who live in poverty and those who do not. The Health and Wellbeing Strategy outlines the need to take a system-wide approach and work as an effective partnership to improve the wider determinants of health – housing, education, welfare, work and poverty. Across all the Council Plan priorities, the Council is seeking to address these wider determinants of health and contribute to reducing health inequalities and improving physical and mental wellbeing for everyone. This is also reflected in the future outcomes we're seeking to impact.

EQUALITIES IMPACT IMPLICATIONS

27. The draft new Council Plan 2023-26 is closely aligned to and supports the delivery of the Fairer Enfield: Equality, Diversity and Inclusion Policy. Fairer Enfield has been included as one of the five underlying principles to outline how the Council will consider equality, diversity and inclusion in the decisions it makes on how to deliver the best possible outcomes for its communities.
28. To analyse how the new Council Plan 2023-26 could impact differently on people who share a protected characteristic compared with those who do not, we have completed an Equalities Impact Assessment (EqIA). Based on this assessment, we do not expect delivery of the Council Plan 2023-26 to have any adverse impacts on any group who share a protected characteristic. The EqIA indicates that delivery of this new Plan is expected to positively impact on all our residents and contribute toward addressing existing inequalities, helping us to meet our Public Sector Equalities Duty to advance equality of opportunity between groups.

Background Papers

Draft Council Plan 2023-26