

London Borough of Enfield

Overview and Scrutiny Committee

31 January 2023

Subject: Council Plan 2023-26
Cabinet Member: Cllr Nesil Caliskan, Leader of the Council
Executive Director: Ian Davis, Chief Executive

Purpose of Report

1. This report presents the draft new Council Plan 2023-26: *Investing in Enfield* for discussion prior to approval of the final Plan by Council which is scheduled for February 2023.

Proposal(s)

2. To discuss and provide feedback on the draft new Council Plan: *Investing in Enfield*.

Reason for Proposal(s)

3. The new Council Plan 2023-26 will replace 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.
4. 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.

Relevance to the Council Plan

5. This report presents the draft new Council Plan for the organisation which builds upon the 2020 Plan and sets the strategic priorities and direction for the Council for the next three years.

Background

6. 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.
7. The previous Council Plan 2020-22 set out three overarching priorities and four cross-cutting themes.

8. The three priorities were:

- Good homes in well-connected neighbourhoods
- Safe, healthy and confident communities
- An economy that works for everyone

9. The four cross-cutting themes were:

- A modern council
- Fairer Enfield
- Early Help
- Climate Action

10. 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.

Main Considerations for the Council

11. 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 six 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.

12. 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.

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

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

14. 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 six 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 age well**
 - **Residents live in good quality homes they can afford**
 - **Residents live in a carbon neutral borough**
- **Developing the new Council Plan**

15. The draft plan has 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.

16. Using this research, the new Council Plan 2023-26 has been developed through workshops, analysis, reflection and debate by elected members, the Executive Management Team (EMT), senior managers and staff. We also shared the draft Plan with the Health and Wellbeing Board for discussion at their meeting on 15 December 2022; and the Safer and Stronger Communities Board for discussion on 5 January 2023. Feedback from these Boards informed this final draft of the Plan.

- **Embedding behaviours and ensuring ownership of the Council Plan**

17. The Corporate Strategy Service, under the direction of EMT and with leadership from the Director of HR and OD, will be coordinating a programme of presentations, briefings and training and induction to help embed the plan across the workforce. Five new priority communications campaigns, linked to our new Council Plan, will promote what the Council is doing to improve Enfield and the lives of our residents.

- **Governance and monitoring**

18. 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.

19. Alongside quarterly review of Key Performance Indicators in the new scorecards, all Council departments will produce annual service plans that detail the work they are undertaking to deliver on the Council Plan priorities. Services will review progress against their service plans on a quarterly basis and report on this to their Departmental Management Team.

20. The Council Plan will be reviewed each year based on our performance and on the economic, social, legal and regulatory environment and will be refreshed and updated as needed during the three-year period of the Plan.

Safeguarding Implications

21. The new Council Plan 2023-26 sets out a vision for how the Council will invest in Enfield to deliver positive outcomes for all residents. This includes how the Council will continue to provide robust early help and social care services to children and young people and vulnerable adults.

Public Health Implications

22. 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.

23. 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. Across all the Council Plan priorities, the Council is seeking to address the wider determinants of health – housing, education, welfare, work and poverty - and contribute to reducing health inequalities and improving physical and mental wellbeing for everyone. This is reflected in the future outcomes we're seeking to impact.

Equalities Impact of the Proposal

24. 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.

25. 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) which is attached with this report at appendix 2. 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.

Environmental and Climate Change Considerations

26. 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.
27. 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 mitigate against the impacts of climate change.
28. 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.
29. Homes in Enfield are a significant contributor to the borough's carbon emissions. The draft Council Plan 2023-26 includes our commitment to deliver low-carbon, and climate-resilient new-build homes and facilitate retrofitting of existing homes as part of our priority for more and better homes.

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

30. If the Council does not clearly outline its strategic priorities, it will be unable to effectively use and target its limited resources.
31. The Council engaged a Local Government Association (LGA) Corporate Peer Challenge in November 2022. The peer team advised that the Council should clearly articulate its vision for the borough to staff and stakeholders. If this work was not taken forward, the Council would miss opportunities to set this clear vision to empower staff and partners to deliver positive outcomes for our residents.

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

32. 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 outlines how the Council will direct resources to deliver the objectives set out in the Council Plan.
33. The Council Plan 2023-26 also recognises the need for the Council to work in collaboration with other partners and stakeholders to deliver on our vision for the borough.
34. Our new performance scorecards will help us keep track of our progress in delivering on our priorities, enable senior leadership to address any emerging issues or poor performance, and enable Cabinet to hold officers to account in delivery of the Plan. 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.

Financial Implications

35. The new Council Plan provides the overarching strategic framework under which the Council will operate to 2026. Whilst there are no specific financial implications arising from the Plan, it will inform how we set our budget. It also reflects on and takes into account our challenging financial position.
36. The Plan emphasises the need for financial resilience and moving to a position where we are less reliant on central government funding and instead resourced more by funding generated in-borough (e.g., our Council Tax base and National Non Domestic Rates), and through inward investment using levers such as our Local Plan.

Legal Implications

37. 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 like 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 checks and protections 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 General Power will also be subject to express statutory protections such as the public sector equality duty (PSED) in Section 149 of the Equality Act 2010 to:

- 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 conclusions below, present as being within the legal powers and duties cited above. [Legal Services 13.12.2022].

Workforce Implications

38. All staff set clear objectives with their line manager as part of the annual Performance Development Review (PDR) process. These goals will link directly to the new Council Plan 2023-26, so that all staff understand how their role contributes to the overall vision for the Council.
39. The Corporate Strategy Service, under the direction of EMT and with leadership from the Director of HR and OD, will be coordinating a programme of presentations, briefings and training and induction to help embed the new Plan across the workforce

Property Implications

40. No direct property implications have been identified by this report. The Council Plan 2023-26 provides an overarching strategic direction for how the Council will invest in Enfield to deliver positive outcomes for local people and does not introduce specific new or expanded plans with implications for property. Such decisions would be the responsibility of relevant departments and would be agreed through the Council's formal governance and decision-making structures.

Procurement Implications

41. No direct procurement implications have been identified by this report. The Council Plan 2023-26 provides an overarching strategic direction for how the Council will invest in Enfield to deliver positive outcomes for local people. Any projects linked to the Council Plan priorities that involve the commissioning or procurement of goods, services or works must be in line with the Council's Contract Procedure Rules.

Options Considered

42. In developing the new Plan, other options regarding priorities, principles and future outcomes were 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.

Conclusions

43. The new Council Plan 2023-26 sets the strategic direction and priorities of the Council over the next three years and will ensure effective use of our limited resources. The Plan is presented to Overview and Scrutiny Committee for discussion prior to approval of the final Plan by Council which is scheduled for February 2023.

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Appendices

1. Draft Council Plan 2023-26
2. Draft Council Plan 2023-26 Equality Impact Assessment

Background Papers

The following documents have been relied on in the preparation of this report:

None