

Corporate Peer Challenge recommendation	Our response
<p>Recommendation 1</p> <p>The Leader and Cabinet are ambitious in their vision. This needs to be clearly articulated to staff and stakeholders, drawing on organisational development practices to connect the workforce effectively and development of consistent and positive external messaging to enable consistent delivery of outcomes.</p> <p>The launch of the 2023-2026 Council Plan, alongside the budget is crucial for ensuring all staff and stakeholders understand what the council is seeking to achieve and how staff, partners and stakeholders can share responsibility in delivering these goals. Ensuring staff understand and strive to achieve the council's vision and priorities requires the council to invest in ensuring managers are kept informed of opportunities, challenges, and changes. Managers should be resourced to have the time to lead, develop and motivate their people, with organisational development processes including appraisals key to achieving this.</p>	<ul style="list-style-type: none"> • Maximise the internal and external communications opportunities available through the launch of the new Council Plan. • Senior leaders and managers will embed Council Plan within their teams through regular one to ones and team discussions. This will also encompass the performance objective setting process, key performance indicators and personal development reviews. • Working in partnership with management teams, recommendation 1 will be supported by organisational development initiatives. <p>Lead Departments: Chief Executive's; Environment and Communities</p>
<p>Recommendation 2</p> <p>Explain the financial position to staff and stakeholders, using your financial strength and resilience as an enabler for transformational change.</p> <p>Covid-19 has impacted heavily on council finances and local economies across the country. Enfield Council has been careful to manage expectations around their overall finances in this difficult time and is keen to prioritise spend with reduced resources. The workforce is nervous about the financial position and what it means for them, so there is a need to create strong communication routes to deliver timely and crucial information. Continue with active financial management and keep controls under review to ensure they are proportionate and can flex for impact of external factors. Have regular conversations with staff, members and budget holders communicating Enfield's budget position.</p>	<ul style="list-style-type: none"> • Clearly link our Medium-Term Financial Plan to our new Council Plan. • Issue regular budget updates to staff through internal communications channels. <p>Lead Department: Resources</p>

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<p>Recommendation 3</p> <p>Consider your mechanisms for joined up cross-departmental working, including review of the council’s officer/member board structure to clear barriers to workflows, create efficiencies and optimise performance.</p> <p>Complex cross-departmental issues remain a concern of staff and members. Consider a further review of the board structure – both member and officer level – and the outcomes they provide, to reduce duplication and increase efficiency.</p>	<ul style="list-style-type: none"> • Review our officer/member board structure to identify any duplication or barriers to workflow and to increase efficiency. • Work with our Executive Management Team to evaluate potential for further integrated working linked to delivery of our new Council Plan and revised departmental service planning. <p>Lead Department: Chief Executive’s</p>
<p>Recommendation 4</p> <p>Benchmark and review member support and the offer to members. Ensure the Enfield offer reflects the council’s ambition to be a modern, member-led council.</p> <p>It is important that members are supported adequately to deliver their roles and responsibilities as elected members.</p>	<ul style="list-style-type: none"> • Review the member support offer for all councillors including admin and policy support, access to senior officers, training and development, IT support and access to information to ensure they are supported to deliver their roles. • Review the Overview & Scrutiny and committee structure to ensure there is a political management framework that allows members to fully deliver their roles and responsibilities. • Review the way we manage and report on performance and how that information is shared with and used by members in the performance of the elected member roles. <p>Lead Department: Chief Executive’s</p>

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<p>Recommendation 5</p> <p>Review how customer service, communication, resident engagement, and involvement can better improve the journey of the resident underpinned by tried and tested digital solutions from elsewhere in the sector.</p> <p>Review and define what good customer service and engagement means to Enfield Council. The peer team suggest that the council might start by defining it and use the expertise in the central to drive the change. Look to what other authorities are doing with digital solutions to engage with communities and stakeholders.</p>	<ul style="list-style-type: none"> • Review existing organisational structures, customer experience strategy and customer/resident insight to make recommendations addressing areas of priority. • Make recommendations to EMT/Cabinet on how the journey of the customer/resident can be enhanced through changes in operational delivery and resident interface. <p>Lead Departments: Environment and Communities; Resources</p>
<p>Recommendation 6</p> <p>Exploit ICT and digital opportunities for their transformational potential.</p> <p>Ensure the council is utilising the digital potential to enhance resident experience, streamline resident contact points, boost productivity, and manage operational performance and improvement indicators. Pockets of digital excellence are evidence in the council, including reporting and interrogation of performance management data but there is a strong appetite from staff to move quickly with improvements.</p>	<ul style="list-style-type: none"> • Deliver on Digital Services Strategy and supporting programme of ICT enhancement. • Escalate work to harmonise applications and software to reduce duplication and create a digital environment where officers can more easily access the same information. <p>Lead Department: Resources</p>

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<p>Recommendation 7</p> <p>Build on recent achievements to work more inclusively with VCS partners and residents to shape programme development and improve service delivery.</p> <p>Partners were enthusiastic about working with Enfield as Enfield staff are well-regarded. Ambassador programmes were working well with opportunities for these to be extended to other programmes, capturing the resident voice, and using their influence to drive forward change. Some suggestions were made by partners on how the procurement process could be improved, and communication streamlined.</p>	<ul style="list-style-type: none"> • Streamline and create clearer relationship management links with the VCS. • Effectively coordinate commissioning with the VCS to improve outcomes. • Build on success of positive resident engagement to encourage greater co-production (e.g., Joyce and Snells renewal programme). <p>Lead Departments: People; Housing Regeneration and Development; Environment and Communities.</p>
<p>Recommendation 8</p> <p>Be proud of your regeneration projects and infrastructure provided. Ensure there is a clear focus on all elements to bring about delivery, not just finance.</p> <p>Enfield Council is at the forefront of redevelopment in the borough, looking to accelerate delivery and keen to model how redevelopment – when done properly, holistically and with all council departments supporting the change – can create fairer, safer, and stronger communities. Ensure all departments in the council understand the wider improvements that regeneration and redevelopment scheme bring for residents’ wellbeing and their experience of living in Enfield from a safety, health, and opportunity perspective.</p>	<ul style="list-style-type: none"> • Develop and share programme of regeneration success and future engagement (internal and external) linked strongly to the new Council Plan. • Increase the profile of regeneration projects internally, e.g., through area walkabouts. <p>Lead Department: Housing Regeneration and Development</p>

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<p>Recommendation 9</p> <p>Invest in the asset team to make the most of opportunities to generate income, provide a pipeline of investment and do things differently with community assets.</p> <p>It is crucial that you make the most of the assets you have in the difficult financial climate.</p>	<ul style="list-style-type: none"> • Complete restructure of Corporate Property Team. • Update Strategic Asset Management Plan and undertake a review of community assets. <p>Lead Departments: Housing Regeneration and Development; Environment and Communities.</p>
<p>Recommendation 10</p> <p>Resource the Planning Department to address the backlog.</p> <p>As part of the wider planning transformation consider the speed at which a new approach will be ready and what improvements in performance could be made now, possibly with the inclusion of targeted, time-limited resources to reduce numbers of applications in progress and reduce chaser enquiries and poor customer service and complaints.</p>	<ul style="list-style-type: none"> • Complete restructuring of the Planning Team. • Deploy additional short-term capacity to address backlog. <p>Lead Department: Housing, Regeneration and Development.</p>