

Enfield – A Fairer Future for All

Vision
Aims
Priorities



1. What do we stand for?

The world is changing rapidly, at a national level with the new coalition government, and at a regional and local level with changes to local political administrations and changes to populations and communities. We need to respond to these changes, and be clear about what we represent, and what we want to achieve for the borough and our residents.

As a Council, we stand for **fairness for all, growth and sustainability** and **strong communities**. We are committed to tackling the inequalities present in the borough and to providing high quality services for all.

In our role as local leader, we will ensure that Enfield makes a strong recovery from the recession, and that growth, businesses and jobs are attracted to the area.

We will invest in and safeguard our children and young people, building strong, empowered communities, where vulnerable people are protected, and residents feel safe, are healthy and take responsibility for their local environment. We will regenerate our most deprived areas and promote sustainability.

This strategy sets out the journey we will take over the next few years, identifying the major challenges we will have to face and, ultimately, where we want to get to in four year's time. Difficult decisions will need to be taken but by engaging with our residents and working together, we will ensure that we take the right decisions, both for the organisation, and for the borough.

2. The Council of the future

The landscape of local government is changing. Over the past thirteen years, local authorities have operated in a centralised environment of inspection and performance management, with an emphasis on partnership working. For Enfield, like many councils, this has resulted in significant improvements to our services, our efficiency and the way we work. Resident satisfaction has improved and we are recognised as an exemplar in many areas, including community safety, children's services and independent living. We have also forged strong and effective partnerships with other local agencies.

However, with the election of the coalition government in May 2010, a new Labour administration for Enfield and the prospect of significant cuts to funding, we are entering a new era. As an organisation, we need to be prepared to respond proactively to these new agendas, which are likely to result in fundamental changes to the way we do business.

In the future, we will be a Council that is flexible, responsive and organised around the needs of our residents. We will have high aspirations and be a leader of innovation and new ideas. We will listen to people and empower them to take responsibility for their lives and their communities. Encouraging active citizenship and building community capacity will be central to what we are trying to achieve.

We will be the community leader for Enfield, championing Enfield locally, regionally and nationally. We will also continue to work closely with all local stakeholders,

including our MPs, the Police, the NHS and neighbouring boroughs to deliver our aspirations for the borough.

We will have to deliver more for less, but will not let that impact upon the quality of our services. By being innovative and creative, we will maintain our high standards and encourage new ways of working. While the funding cuts represent a significant challenge, they also represent an opportunity for us to grow and develop as an organisation.

Our approach is embodied by our values, which have been developed through consultation with staff, who told us that the Council needs to be more flexible, collaborative, creative, empowered, representative, customer focused and respectful. This feedback has led directly to the values set out below, which will ensure we are an organisation that can meet the challenges of the future.

Our values

One Team – Working together across teams, departments and partners to deliver the best possible services for Enfield’s residents.

Customer First – Treating the community, colleagues and partners with fairness and respect, listening and responding to their needs and designing our services around the people we serve.

Achieving Excellence – Consistently striving to deliver standards of excellence through ambition, creativity, innovation, pride in our achievements and a 'can-do' attitude to new challenges.

Empowering People – Enabling our staff and the local community to make informed choices and giving our staff the skills, knowledge and confidence to improve services, take personal responsibility, accept risk and recognise success.

3. The Enfield context

Enfield has many strengths: a diverse and growing population, a successful business sector with the potential to grow, an attractive natural environment with over 100 parks and a highly performing council, working creatively with partners to deliver excellent services and address social issues. The borough combines green space and prosperous suburbs with industrial, commercial and residential areas undergoing comprehensive economic and social regeneration. In recent years there have been improvements in the quality of the area’s parks, environment, schools and leisure activities and residents’ satisfaction with local services has risen.

However, Enfield remains a borough of contrasts with inequality of opportunity and quality of life. Those living in our most deprived communities, primarily in the east and south of the borough, experience worklessness, low income, lower levels of health and life expectancy, housing problems and poor access to green and clean spaces, problems similar to those faced in inner London. Many of the problems and inequalities the borough faces have also been exacerbated by the recession, which is still having a significant impact on the Borough. The divide between the two parts of the borough is stark.

Enfield's population is predicted to grow and become even more diverse in the coming years, and it is expected that much of this growth will be concentrated in the more deprived areas, and amongst younger and older residents. Responding proactively to these changes, and the impact they will have on the delivery of services, will be vital to improving the quality of life for all residents.

We will also face significant financial challenges, as the cuts to public funding become a reality. Retaining our focus on quality and value for money and targeting investment where it is most needed will be key to meeting these challenges.

We have a clear vision for where we want the Borough to be in the future, and in addressing these challenges we will protect and promote what makes Enfield special and distinctive, while ensuring that we proactively tackle the problems we face.

4. Our vision, aims and priorities

Our vision is **to make Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities**. Underpinning this commitment we have a number of priorities, the delivery of which will contribute to improving the quality of life for all residents in the borough.

1. Fairness for all

Fairness for all means meeting the needs of all residents in the borough, protecting vulnerable residents and providing fair and equal access to services and opportunities. Tackling the inequalities in the Borough is at the heart of what we want to achieve for Enfield.

Our priorities are to:

Serve the whole borough fairly and tackle inequality

Enfield is a borough of contrasts, with areas of affluence and areas of significant deprivation. Addressing these inequalities and narrowing the gap between different parts of the borough is central to what we want to achieve for Enfield.

Provide high quality, affordable and accessible services for all

Providing high quality services is our main driver. Despite the reductions in funding that are planned for the coming years, we are committed to maintaining excellent services that are organised around the needs of our residents including offering fair and equitable access to leisure and culture facilities across the Borough. We will work creatively and innovatively to ensure we can deliver more for less.

Enable young people to achieve their potential

Evidence shows that good education and support during childhood can help young people break out of cycles of deprivation and achieve their potential. Ensuring that every child and young person in the borough is kept safe and given a good start in life with the support they need to achieve, will contribute to tackling the problems of deprivation and inequality that are present in Enfield.

2. Growth and sustainability

Like many areas of the country, Enfield has suffered during the recent recession. Unemployment has risen, and many of the problems already present within the borough have been exacerbated. Demonstrating that Enfield is open for business will ensure that the borough makes a strong and sustainable recovery from the recession.

Our priorities are:

A clean, green and sustainable environment

A clean and safe living environment is consistently rated by our residents as one of their top priorities for the area and our many parks and open spaces are one of our biggest attractions. We will maintain and improve this pleasant environment while also tackling challenges such as climate change and waste disposal. By ensuring we all live sustainably we will be able to safeguard what is special about the borough, protecting it for future generations.

Bring growth, jobs and opportunity to the borough

Enfield is beginning to recover from the recession, but it will not be a quick or easy journey, and many residents are still affected by the economic downturn. To ensure a sustainable recovery, we will promote Enfield as a good place to do business, focusing on attracting growth, jobs and opportunity for our residents. We will continue to regenerate the most deprived areas of the borough, building on the Olympics legacy, creating communities where people want to live, and where there are high quality job opportunities.

3. Strong communities

Building strong, cohesive and resilient communities will be vital as Enfield continues to grow and change as a borough. We want Enfield to be a place where people feel proud to live, where people from all different backgrounds are welcomed and supported, where vulnerable people are protected, and where people take responsibility for their own lives and their communities.

Our priorities are to:

Encourage active citizenship

Involving and engaging local people of all ages in the decisions that affect their lives is central to our approach. We will encourage active citizenship, enabling residents to take responsibility for what happens in their lives and their local areas. We will give people more opportunities to influence the issues that matter to them, and to shape the environment in which they live.

Listen to the needs of local people and be open and accountable

As an organisation, we will listen to and shape our services around the needs of local people. Trust in public institutions is at a historic low, and we will need to demonstrate that we are open and accountable to rebuild our relationship with residents.

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Appendix 1

Provide strong leadership to champion the needs of Enfield

As the sole democratically elected body in the local area, we have a duty to provide strong civic leadership, promoting the needs of Enfield locally, regionally and nationally. We will stand up for Enfield and fight for what the borough needs, acting as the borough's champion at every level of society and government.

Work in partnership with others to ensure Enfield is a safe and healthy place to live

Over the last ten years we have forged strong links with our partners like the NHS and the Police through the Enfield Strategic Partnership. The nature of partnership working is likely to change in the coming years as the coalition government's plans for local agencies, e.g. the abolition of PCTs, new academies and free schools and elected Police Commissioners, result in decentralisation and fragmentation. We are committed to ensuring we maintain a strong relationship with our local stakeholders, acting as a local leader.

We are also committed to creating communities where people feel safe and crime continues to fall, and where residents have access to sport and leisure activities, and can lead active and healthy lives. We will protect the most vulnerable people in society, supporting them to live as independently as possible, and to make the most of the opportunities available to them. We are focused on improving the health and wellbeing of all residents, reducing health inequalities, empowering residents to choose to lead a healthier lifestyle, and tackling serious problems such as obesity and infant mortality.

To deliver our vision, strategic aims and priorities, the Council has a range of plans and strategies that target the work in each area. The table below sets out a snapshot of the current plans and strategies that support the delivery of each strategic aim.

| Strategic aim | Council strategy |
|---------------------------|---|
| Fairness for all | <ul style="list-style-type: none"> • Children and Young People’s Plan • Corporate Equalities Action Plan • Safeguarding Adults Strategy • Access to Services Strategy • Older People’s Strategy • Health Inequalities Strategy • Enfield Safeguarding Children Board Business Plan • Corporate Parenting Strategy |
| Growth and sustainability | <ul style="list-style-type: none"> • Shaping Enfield’s Future • Skills and Employment Strategy • Climate Change Strategy • North London Joint Waste Strategy • Housing Strategy • Parks and Open Spaces Strategy • Food Strategy • Local Development Framework • Olympics Strategy |
| Strong communities | <ul style="list-style-type: none"> • Community Cohesion Strategy and Action Plan • Engagement Toolkit • Children and Young People’s Involvement Strategy • Creative Enfield • Everybody Active • Sustainable Community Strategy |