

Enfield – A Fairer Future for All

Appendix A

Vision
Aims
Priorities



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1. What do we stand for?

The world is changing rapidly. The past two years have seen huge changes in the local government world. The coalition government has introduced a radical programme for change, which comes amidst the most challenging financial situation we have seen for generations.

In this environment, Enfield Council believes that there is a strong and continuing role for local authorities to provide effective place-based community leadership and to have a strong co-ordinating role in maintaining and developing services.

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 are working to ensure that Enfield makes a strong recovery from the recession, and that growth, businesses and jobs are attracted to the area.

We are investing in and safeguarding 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 are regenerating our most deprived areas and promoting sustainability.

Enfield Council is on a journey, developing and implementing strategies to tackle the major challenges we face to ensure we get to where we want to be by 2014. Difficult decisions are being taken, but by engaging with our residents and working together, we are endeavouring to ensure that we take the right decisions, both for the organisation, and for the borough.

2. The Council of the future

Enfield has made 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 local agencies.

Following the election of the Labour administration for Enfield and the significant cuts to funding, we are in a new era. As an organisation we are responding proactively to these new agendas that are leading to fundamental changes to the way we do business.

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

We aim to be the community leader for Enfield, championing Enfield locally, regionally and nationally. We will 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.

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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.

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We are facing 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 is 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 are protecting and promoting 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.

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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.

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.

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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, eg 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.

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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 • Carers Strategy • Dignity Strategy • Joint Health and Wellbeing Strategy • Joint Strategic Needs Assessment • Homelessness Strategy and Action Plan 2008-2013
Growth and sustainability	<ul style="list-style-type: none"> • Shaping Enfield's Future • Skills and Employment Strategy • Enfield 2020 • North London Joint Waste Strategy • Housing Strategy and Delivery Plan 2011-2026 • Parks and Open Spaces Strategy • Food Strategy • Local Development Framework
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

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Council Business Plan - Introduction

The Business Plan sets out the major actions that the Council, in many cases working with strategic partners and other stakeholders, is taking to achieve its vision of making Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.

Some of the actions are being developed in response to national policy initiatives such as Personalisation, which gives people using social care services more control over how they live their lives; welfare reform and the introduction of Universal Credit; National Health reorganisation; climate change targets; and implementation of new planning policies and the Localism Act.

Others are ambitious long-term, local programmes designed to bring about transformational change to Enfield's physical, economic and social environment in key areas – Ponders End and North East Enfield including increasing the number of tracks on the Lee Valley rail line; Ladderswood Way and the A406; Meridian Water and Edmonton; and Enfield Town. Smaller, more localised regeneration projects are also being planned e.g. regeneration of local industrial estates, Highmead House and programmes to reduce socio-economic deprivation in smaller localities where the needs are highest such as the Shires, and Kettering Estates.

The availability and quality of housing in Enfield remains a major priority. Proposed changes to government policy, such as welfare reform will impact disproportionately on Enfield. In addition to building new houses, the Council has plans to bring long term empty and derelict properties back into use and improve the standard of socially rented properties. There is a continuing focus on preventing homelessness through a range of initiatives including making the best use of council stock and appropriate private sector accommodation; and working with residents to enable them to retain their tenancies.

Enfield Council is also working on a sub-regional basis with nearby councils and other public services to address common issues across the area and to take advantage of economies of scale. This includes initiatives by the North London Strategic Alliance, the Upper Lee Valley Partnership and the proposed London Anglia Local Enterprise Partnership to improve the local economy; and involvement with the North London Waste Authority to develop long term, sustainable solutions to the collection and disposal of waste.

Enfield continues to register higher levels of unemployment than similar parts of London. The Council is adopting a range of initiatives to address the issue. These include encouraging companies to locate in Enfield to provide job opportunities for local people; using planning powers to include provision for local employment within commercial developments; working with employers and Job Centre Plus targeting key groups; and improving the skills levels of unemployed people in the Borough and preparing them for employment.

The Council is committed to investing in services and initiatives that tackle specific local challenges. These include the provision of sufficient school places for our children and young people; ensuring that services have the capacity to support Enfield's growing and more diverse elderly population; encouraging inward investment to provide more jobs, and providing support and training to enable residents to access them.

The Council is committed to working in partnership to improve the health and wellbeing of all Enfield's residents. This includes providing community leadership in the implementation of the Government's proposals and ensuring that local people have a greater voice in the

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development and delivery of local health services. There is a particular focus on reducing the health inequalities that exist across the Borough and continuing to address local issues including childhood obesity, teenage pregnancy and drug and alcohol use.

Community Safety remains a key focus for the Council. The Safer and Stronger Communities Board will continue to work on initiatives to reduce crime further and decrease the incidence and impact of anti-social behaviour. Strong and effective partnership working has enabled the implementation of the innovative 'Gangs call-ins' to help young people leave gangs and give them improved life opportunities and these will continue in 2012/13.

The cross-party Council Commission to examine the August 2011 disturbances in Enfield made a number of recommendations to address some key underlying issues, that if addressed effectively, will significantly reduce the risk of recurrence and contribute to improving social cohesion, life opportunities and quality of life for local residents. Initiatives addressing these issues are being delivered and will be monitored by the Commission.

In what is a difficult economic situation across local government, the Council is also exploring different ways of delivering or commissioning services to ensure that they are sustainable and provide the best possible value for money.

We are determined that our services are driven, as much as possible, by the needs and aspirations of residents across our diverse communities and the Council is committed to ensuring that these services are responsive and accessible. Key to this approach is how the Council operates. Embedding our values – One Team; Customer First; Achieving Excellence; and Empowering People – will enable us to be an effective, sustainable, customer-focused organisation.

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COUNCIL ACHIEVEMENTS 2011/12

Fairness for All

Priorities:

- **Serve the whole borough fairly and tackle inequality**
 - **Provide high quality, affordable and accessible services for all**
 - **Enable young people to achieve their potential**
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- Enfield's Parent Engagement Panel won the London Safeguarding Children Award for Best Emerging Practice. Parent Champions from across Enfield's communities offer support and training to improve life chances and keep children and young people safe from harm.
 - Work has started to redevelop Craig Park Youth Centre following the successful award of £3m mspace lottery funding. The new centre will provide state of the art facilities for formal and informal learning
 - Enfield and Living Well's free confidential, interactive sex and relationships text service for young people aged 13-25 'txtm8' achieved 'highly commended' in the Advice and Guidance Category of the Children and Young People Now awards.
 - GCSE results in 2011 showed continuing improvement. Pupils achieving 5 A*-C including English and Mathematics improved 4.4% to 59.7%. 81.2% of pupils achieved 5A* -C an increase of 7.1% over 2010.
 - Enfield was one of the first councils to share a school service with a neighbouring borough as the Council joined forces with Haringey Council to deliver a range of school improvement services
 - Enfield's Early Years Library Outreach Workers held 2,152 sessions within the Borough's Children's Centres, modelling to parents how to tell stories, sing and interact with babies and toddlers. The attendances included 25,601 under fives.
 - The Health, Housing and Adult Social Care Department were highly commended in the Personalisation and Choice Achievement of the Year and Workforce Transformation Achievement of the Year awards in the prestigious Municipal Journal Local Government Awards
 - Reardon Court Residential Home was awarded the gold standard for delivering end of life care under the national Gold Standard Framework
 - A twinning project between Enfield's Over 50s Forum and older residents in Enfield's twin towns to improve standards and services for older people across Europe has been awarded 54,000 euros by MEPs to run the project and have put forward a written declaration to the European Parliament on the work already completed.
 - A new travel scheme to help adults with learning difficulties travel around the Borough was launched.
 - Enfield Council has become the first and only local authority in the whole of the UK to get 100% of their schools to join the Get Set network. The Get Set network is a special community of schools and colleges which are demonstrating a commitment to the Olympic and Paralympic values.
 - The Guardian highlighted Enfield's teenage pregnancy work as a good practice example regarding maintaining focus on teenage pregnancy, on 9 August 2011. There was a specific and very positive reference to Enfield's teenage pregnancy projects
 - Enfield Training Services and Enfield Community Learning Service received the coveted Grade 1: Outstanding this year from Ofsted inspectors for the safeguarding of their young people (14-18) and adults in the community.
 - Enfield's Environment department has been awarded Customer Service Excellence accreditation, one of the first departments nationally to achieve this.

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- 819 affordable housing units were delivered in 2011/12, 23 fully wheelchair accessible
- The number of households living in temporary accommodation dropped to 1,956 the lowest number since recording began in 2002.
- 26 families living in temporary accommodation or the Council's housing stock were supported to move to a home of their choice in the private rented sector through the Fresh Start Rent Deposit Scheme
- 261 Disability Facilities Grants and discretionary housing grants worth £1.8m were paid out in 2011/12. The Council's efficiency programme is on track to realise savings of more than £60m over 5 years, at a maximum cost of £2.7m.
- The 2011/12 electoral canvass achieved a response of 90.24% up from 89.45% the previous year, the highest since 2001.
- The Benefit services processing performance improved despite the Benefit caseload rising to over 42,000. Enfield deals with the highest private tenant housing benefit caseload in London and the 3rd highest council tax benefit caseload.

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Growth and Sustainability

Priorities:

- **A clean, green and sustainable environment**
 - **Bring growth, jobs and opportunity to the borough**
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- Recycling rates in Enfield exceeded 35% in 2011/12, the highest rate to date.
 - A grant of £1.8m was secured to undertake works on the landscape around Forty Hall.
 - Enfield achieved 8 Green Flags for its parks, two more than in 2010/11. – Forty Hall, Trent Country, Grovelands, Town, Jubilee, Oakwood, Pymmes and Bush Hill Park.
 - Bury Lodge Park and Bush Hill Park won GLA Safer Parks Awards
 - Enfield won 10 awards at the 2011 London in Bloom awards including a silver-gilt (2nd highest award) for the Borough as a whole.
 - A new scheme to tackle dangerous dogs has been launched. ‘Parkguard’ is working with Council parks patrol officers to identify and tackle potential problem dogs and offer advice and training to people who want help controlling their dogs.
 - Painters Lane Park, a landscaped, sustainable pocket park was created from waste ground, the first ‘people’s park’ inspired by ideas from young people.
 - The Highways and Transportation Team have implemented a new and innovative technique for resurfacing a road in-situ, benefiting from reduced waste and reduced CO2 emissions
 - Enfield came within the top 5 in the country for taking enforcement action on over running street works
 - Enfield, working with Smart Bags is the first council to provide reusable shopping bags made from recycled plastic bottles. The Go Green – Shop Local campaign also encourages people to make more use of their local shopping areas.
 - The Council has installed Smart Meters in buildings using the most energy. The meters provide half hourly readings on energy consumption to enable wastage to be identified and addressed.
 - The Council is leading on a new initiative to bid to ban spitting in the borough. If enough residents back the call Enfield will be the first council in the country to ban the habit.
 - Trading Standards Team recognised as demonstrating good proactive to tackle rogue traders from fleecing vulnerable consumers. The approach taken was highlighted over three programmes of the BBC's Rogue Traders.
 - Lower Edmonton is one of eight communities to receive £1m ‘Big Local’ lottery funding, which aims to give communities a leading role in improving their area and tackling local problems
 - The Council provided £100,000 rate relief to help local businesses affected by the August 2011 disturbances help them get back on their feet.
 - The Council is working with Notting Hill Housing Association to provide waged work placements for apprentices working towards construction qualifications.
 - Enfield Council and businesses across the borough have signed up to the Enfield Business Accord. It sets out 14 principles which include nominating business engagement champions from the business community and Council, encouraging greater consultation with a wider range of business and community leaders.
 - Enfield Council has achieved Bronze Level membership of the Mayor of London’s Green Procurement Code. This follows an audit that was carried out in May 2011
 - Delivered the decent homes programme of £14m HCA funding on time and to budget in partnership with Enfield Homes.
 - Delivery of three high profile events at the House of Commons and New London Architecture offices in Central London to promote regeneration opportunities and “Opportunity Enfield” to developers, investors and housebuilders.

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- Enfield Council was awarded £1.9m from the Mayor's Outer London Fund to support the regeneration of north east Enfield including Ponders End High Street regeneration scheme; Enfield Business Centre remodelling; building on the successful gateways programme to create dynamic public realm enhancements.
- The QEII Stadium was refurbished and opened in partnership with Enfield Town Football Club.
- The refurbishment of Southbury Leisure Centre was completed as part of the Council's £8.9m investment in five leisure centres across the Borough.
- A developer has been appointed to deliver the £100m building programme, including 491 new homes on the Ladderswood Estate.
- Plans for Meridian Water one of the largest green developments in the UK that will deliver 5,000 new homes and 3,000 job opportunities have been unveiled.
- Completion of safety improvements to the Redbrick Estate in New Southgate to reduce anti-social behaviour.
- Enfield has become the first council in London to use cruelty-free cleaning products carrying the Cruelty Free International Leaping Bunny logo.

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Strong Communities

Priorities:

- **Encourage active citizenship**
- **Listen to the needs of local people and be open and accountable**
- **Provide strong leadership to champion the needs of Enfield**
- **Work in partnership with others to ensure Enfield is a safe and healthy place to live**
- The first year of the £2.1m Enfield residents' Priority Fund was a great success. More than 200 projects, identified by residents working with their ward councillors, are being, or have been implemented across the Borough. These include activities for children and young people, playground and green gym equipment, employment and language skills courses, advice and guidance and activities for older people.
- 'On Your Doorstep', an outreach project using the mobile library vehicle as a base from which to provide information and advice to residents in areas across the Borough was launched. Following a successful pilot in the summer of 2011, the project is being repeated during summer 2012.
- The Council established the 'Respect for Enfield' campaign in response to the disturbances in August 2011, which aimed to give residents the chance to join forces with the Council to show that the Borough is a safe and friendly place in which to live and work.
- The Council's position as an effective and proactive authority was promoted on issues including the August disturbances, the serious youth violence in late August/early September, the closure of Chase Farm Hospital, and the campaign to ban spitting in Enfield.
- The Council organised a successful conference 'Fragmenting Society? The role of the Co-ordinating council' discussing the way local government could develop to meet current and future challenges.
- The Council magazine, Our Enfield, is now the preferred option for residents to receive information about the Council and council services.
- The British Heart Foundation has announced that Enfield has been designated a 'heart town' in recognition of the work NHS Enfield and Enfield Council have done in reducing both heart disease and its risk factors.
- The Health Trainers Service in Enfield was recognised as one of the top 10 in the country
- Enfield held the first 'call-in project in England tackling gang membership and providing a way out for individuals. Enfield was also the first borough to use the new gang injunction legislation to jail gang members.
- The Council's multi-agency 'Safe as Houses' project won a Safer London Problem Oriented Partnership Award. The project has reduced burglary significantly in the areas targeted by providing free locks and bolts, gating alleys where appropriate, cutting back vegetation and restricting access. The project was also awarded a Certificate of Merit in the 2011 Tilley awards.
- Enfield became the first borough in London to be given White Ribbon status in recognition of its commitment to tackling domestic violence.
- The Enfield Festival, an annual celebration of Enfield's diverse communities was launched through a wide range of activities and community initiatives including the Edmonton Carnival and Enfield Autumn Show
- The Legal and Corporate Procurement Team created a Community Benefit Toolkit, a practical guide for fostering enterprises, supporting business and contributing to the rebuilding/rebalancing of the economy for the benefit of the community.

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- There has been wide-ranging consultation with residents on estate regeneration schemes in Alma Road, New Avenue regeneration and Ladderswood estate. There has also been consultation on Enfield's Housing Revenue Account business plan and the Housing Strategy and Allocations Scheme. A successful Housing Strategic Partnership Event was held attended by housing associations and community sector partners.

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COUNCIL PRIORITIES 2012/13

Fairness for All

- Implement changes to housing benefit system including the benefit cap, under-occupation and universal credit
- Reduce homelessness and increase the supply of good quality homes
- Ensure that those residents entitled to benefits receive it and so maximise their income
- Narrow the gaps between vulnerable and low achieving children and young people and their peers
- Provide sufficient, high quality school places
- Continue to improve the educational attainment of all children and young people
- Ensure that children and young people and vulnerable people are kept safe
- Give people choice and control over their care and support them to lead independent lives
- Reduce unemployment and improve the skills of Enfield's disadvantaged communities
- Increase the number and range of opportunities for residents to participate in cultural, sporting and leisure activities
- Continue to manage the Council's finances effectively and sustainably

Growth and Sustainability

- Roll out the final phases of the wheeled bin service and recycling services to flats above shops to reduce waste disposal and increase recycling
- Improve Enfield's streets and open spaces through better design, cleaner streets and a greener, more sustainable environment
- Develop, consult on and begin to implement 'Enfield 2020 Sustainability Programme and Action Plan
- Improve the sustainability of transport and reduce its impact on Enfield
- Ensure that Enfield's areas of cultural, natural and historic significance are conserved
- Continue to take a proactive approach to facilitating transformational change and growth in the south and east of the Borough, particularly in Meridian Water, Edmonton and Ponders End, the Upper Lee Valley, New Southgate and Enfield Town.
- Encourage economic growth and inward investment to deliver more jobs and work with strategic partners and local businesses to help unemployed and low skilled residents into employment

Strong Communities

- Successfully complete that transition of public health functions to the Council
- Increase the range of ways that residents and businesses can engage with the Council, give their views and influence decision making
- Deliver high quality services that value diversity and promote community cohesion
- Maintain a thriving voluntary and community sector that makes a positive contribution to the achievement of key, local issues
- Continue to work in partnership with a wide range of organisations and public bodies to effectively address local issues
- Reduce health inequalities in Enfield and improve the health and wellbeing of all residents
- Reduce levels of crime and anti-social behaviour, improve community safety and provide effective reassurance to residents
- Implement the measures contained in the Localism Act including the Community Right to Buy, Community Right to Challenge and neighbourhood planning
- Continue the 'Gangs call-in' programme to help young people leave gangs and give them improved life opportunities

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The Council will also:

- Work closely with sub-regional partners to address common issues and take advantage of economies of scale
- Promote Enfield as an effective, innovative council across Government departments, agencies, partnerships and stakeholders
- Provide services that are value for money; customer focused; meet identified need and are delivered efficiently and fairly
- Continue to implement the LEANER programme to produce efficiency savings and make services more responsive and effective
- Explore different ways of delivering and commissioning services to ensure responsiveness, sustainability and value for money
- Develop and maintain an effective, skilled, flexible work force

Introduction to the Action Plan

The Council Business Plan covers the years 2012 – 2015. The tables set out how Enfield Council is working towards achieving the three strategic aims of Freedom for All, Growth and Sustainability and Strong Communities. They contain a range of high-level actions that have been developed to achieve key outcomes under each aim.

The actions are being delivered by individual departments, cross-departmental teams and through partnership working. Many of them form part of the Council's current work programme, but others are still in the planning stage. The plan is reviewed and updated annually to ensure that it remains responsive to changing need.

In addition to the Council Business Plan, there is a range of council, departmental and partnership plans that provide more detailed action plans and timescales. The progress that the Council is making in delivering the actions will be regularly monitored by departments, the Corporate Management Board and Cabinet through the Council's Performance Management Framework.