

Council Business Plan 2012 - 2015

1. Fairness for all

1.a Serve the whole borough fairly and tackle inequality

1.b Provide high quality, affordable and accessible services for all

1.c Enable young people to achieve their potential

No.	Outcomes	Actions	Dept	Cabinet Member	Lead / others involved	2012/13	2013/14	2014/15
1.1	Services continue to be prioritised to meet identified need and are delivered efficiently and fairly.	Achieve planned efficiency savings and work to secure continuing efficiencies	ALL	ALL	Corporate Management Board	✓	✓	✓
		Manage demand for services through effective analysis of need aligned with budgeting						
		Optimise resources to prioritise funding for the delivery of frontline services						
1.2	Continuing financial stability to underpin the delivery of high quality affordable services for all	Balance the budget and set agreed Council tax level	FRCS	Cllr Stafford	Director FRCS, AD Finance	✓	✓	✓
		Manage the Council's finances effectively and sustainably				✓	✓	✓
		Explore opportunities to maximise resources brought about by the HRA self-financing regime	HHASC	Cllr Oykenner	AD Council Homes	✓	✓	✓
1.3	High quality services that promote equality of opportunity and reduce inequality	Ensure the delivery of high quality services that promote equality of opportunity, reduce inequality and value diversity	CEX	Cllr Hamilton	AD Communities Communications Policy and Performance	✓	✓	✓
		Achieve and maintain a rating of 'Excellent' in the Equality framework for Local Government				✓	✓	✓
		Ensure compliance with equalities legislation				✓	✓	✓
1.4	Provide advice and support to vulnerable customer who are impacted by the Government's Welfare Reform benefit changes.	Ensure that information on the range of Benefit changes leading to the introduction of the Universal Credit is widely publicised to customers and circulated to advice groups across the borough.	FRCS	Cllr Stafford	AD Customer Services AD Community Housing Services	✓	✓	✓
		In partnership with the CAB continue to develop the Welfare Benefit Advisor network and standardise advice provision across the Borough				✓	✓	✓
		Set up new Advice and Support services for vulnerable customers adversely affected by the Government's Benefit changes (reduction in Benefits).						✓
1.5	Homelessness prevented and good quality homes provided for local people	Deliver good quality, affordable housing in line with changing government policy	HHASC	Cllr Oykenner	AD Council Homes	✓	✓	✓
		Complete HRA Business Plan and Asset Management Strategy, commence implementation and monitor performance				✓	✓	✓
		Return long-term empty and derelict properties to family use	HHASC	Cllr Oykenner	AD Community Housing Services	✓	✓	✓
		Homelessness / temporary accommodation						
		Implement the new Housing Allocation and Choice-Based Lettings Policies reflecting the recent changes / legislation	HHASC	Cllr Oykenner	AD Community Housing Services	✓	✓	
		Implement a range of schemes to prevent homelessness, improve tenancy sustainment and make the best use of local authority stock and appropriate private sector accommodation				✓	✓	✓
		Rented accommodation						
		Improve the standard of socially rented properties through effective monitoring of Enfield Homes and the decent homes programme	HHASC	Cllr Oykenner	AD Community Housing Services	✓	✓	✓
		Develop a service level agreement with the Fire Service to provide a coordinated approach to fire safety in HMOs	HHASC	Cllr Oykenner	AD Council Homes	✓	✓	
		Implement the Cabinet decision on future housing management arrangements				✓	✓	✓
1.6	The inequality faced by many children and young people in Enfield is tackled	Identify and address the causes of child poverty and enable parents to work by e.g. ensuring adequate provision of childcare places	SCS	Cllr Orhan	AD Safeguarding, AD Early Intervention & Access	✓	✓	✓
		Provide intensive support for families with a range of complex needs				✓	✓	✓
		Ensure that Children's centres and extended Schools offer provision to the most vulnerable families				✓	✓	✓

		Ensure fair and equal access to Education opportunities through support to individual pupils e.g. school uniform programme				✓	✓	✓
1.7	Action is targeted on narrowing the gaps between vulnerable and low achieving children and young people and their peers	Provide sufficient, high quality school places	SCS	Cllr Orhan	AD Commissioning, AD Early Intervention and Access, AD Education Services	✓	✓	✓
		Take action narrow the educational achievement gaps between vulnerable and low achieving children and young people and their peers				✓	✓	✓
1.8	Improved educational attainment for all children and young people	Provide high quality schools and improved educational attainment for all children and young people	SCS	Cllr Orhan	AD Education, AD Commissioning AD Education	✓	✓	✓
		Continue to improve attendance and behaviour				✓	✓	✓
1.9	Deliver the Troubled Families(Change & Challenge) payment-by-results programme to turn round the lives of families experiencing multiple problems and disadvantages	Working with key support services and using local intelligence, identify those families who meet the agreed criteria for inclusion in the programme	SCS	Cllr Orhan	AD Safeguarding	✓		
		Agree the cohorts for Years 1,2 & 3				✓		
		Establish commissioning and application process for support services				✓		
		Design interventions to more effectively work across multi-agency services to provide support for the targeted families					✓	✓
		Set up evaluation and reporting framework, including alignment of management information systems, success criteria and payment-by-results evidence				✓	✓	✓
1.10	Dignity and respect maintained and vulnerable people are safe	Increase awareness of safeguarding through implementation of the dignity audit tool and safeguarding events and newsletters	HHASC	Cllr McGowan	AD Strategy & Resources	✓	✓	✓
		Ensure more positive, continuously improving outcomes for vulnerable people through effective multi-agency action, research and feedback				✓	✓	✓
1.11	Children and young people are kept safe	Increase the effectiveness of early intervention services to reduce the need for specialist services	SCS	Cllr Orhan	SCS DMT	✓	✓	✓
		Establish the Single Point of Entry/ Multi Agency Safeguarding Hub as the route into accessing child and family services				✓	✓	
		Provide effective safeguarding services, operating to the highest national standards				✓	✓	✓
		Provide effective specialist services for children with disabilities				✓	✓	✓
1.12	People are supported to live independent lives	Provide rehabilitation / intermediate care support to enable people to continue living independently	HHASC	Cllr McGowan	AD Adult Social Care	✓	✓	✓
		Maintain a low level of new admissions to residential and nursing care				✓	✓	✓
		Provide high quality advice and information, advice and guidance to ensure that customers are dealt with at the first point of contact				✓	✓	✓
1.13	Choice and control is increased	Enable more people to access their community based services through a personal budget	HHASC	Cllr McGowan	AD Adult Social Care	✓	✓	✓
		Provide ways for older people and people with a disability to feel more informed and involved in the design and delivery of their care services				✓	✓	✓
1.14	Carers are recognised and supported in their caring role	Commission the Carers Centre as a user-led organisation to lead on the implementation of the Carers Strategy	HHASC	Cllr McGowan	Chief Joint Commissioning Officer AD Adult Social Care	✓		
		Ensure Carers are provided with advice and information to support them in their role as Carers				✓	✓	✓
		Provide greater support and control to Carers through increased access to personal budgets				✓	✓	✓
1.15	Unemployment is reduced and the skills of Enfield's disadvantaged communities are improved	Establish Area Partnerships , with communities, key strategic partners and business, to improve access to services and increase participation	RLC	Cllr Goddard	Head of Sustainable Communities AD Education Services, Head of Community Learning	✓		
		Deliver the Enterprising Apprenticeships Programme				✓		
		Assist residents to find jobs through the JOBSNET service				✓	✓	
		Implement the Community Learning Quality Improvement Plan				✓	✓	
		Working with local delivery partners, publish a new approach to ESOL Strategy				✓		
		Develop an e-learning Strategy and Virtual learning Environment				✓		

		Implement the Community Learning Quality Improvement Plan	SCS	Cllr Orhan	Community Learning	✓	✓			
		Work with schools to establish more work related learning programmes for less academic 14-16 year olds			AD Education Services	✓	✓	✓		
		Improve the Apprenticeship and Foundation learning Programmes for 14-19 year olds so that outcomes are graded good (2) or better			AD Education Services, Head of Enfield Training Services	✓	✓			
		Schools and colleges secure access to independent impartial careers advice for pupils aged 14-16			AD Education Services	✓	✓	✓		
1.16	The number and range of opportunities for participation in leisure, cultural and sporting activities are increased.	Increase the number of residents participating in sport and physical activities	RLC	Cllr Charalambous	Head of Leisure and Culture	✓	✓	✓		
		Increase resident engagement with arts and events			Cultural Services Manager	✓	✓	✓		
		Increase resident engagement with high quality arts and support participation in neighbourhoods			Cultural Services Manager	✓	✓	✓		
1.17	High quality accessible value for money, customer focused services are provided	Ensure that the Council contributes to and effectively manages the Government's proposed Local Government Resource Review	FRCS	Cllr Stafford	AD Finance	✓				
		Meet the targets for collection of Council Tax, Business Rates (NNDR) and Benefits overpayment				✓	✓	✓		
		Reduce the number of complaints made to the Council				AD Corporate Governance	✓	✓	✓	
		Customer Services								
		Provide effective, appropriate and accessible customer services to all our residents by: -Implementing the new Customer Access Model -Implement phase II of the Council Website improvements - Increasing web-based transactions -Extending the Customer Excellence Accreditation to other Council services		FRCS	Cllr Georgiou	AD Customer Services AD IT & Transformation	✓	✓	✓	
		Deliver the second phase of the website projects so that more members of the public can use the web for transactions.					✓			
		Develop and implement a Quality Assurance Framework for adult social care in partnership with key stakeholders		HHASC	Cllr McGowan	Head of Procurement, Head of Safeguarding & Quality Assurance	✓	✓	✓	
		Encouraging customers to channel shift to self service options, reducing telephone and face-to-face contact. 10% reduction by end of 2012/13 20% by end of 2013/14		FRCS	Cllr Georgiou	AD Customer Services	✓	✓		
		Revenues and Benefits								
		Continue to deliver a prompt accurate benefit service to 33% of homes in Enfield		FRCS	Cllr Stafford	AD Customer Services	✓	✓	✓	
		Implement the Council Tax and NNDR relief scheme changes contained in the Localism Bill					✓	✓		
		Implement the statutory changes to housing benefit entitlement that are part of the Government's plans to move to a Universal Credit System					✓			
		Implement the significant statutory changes to the existing Housing Benefit Scheme					✓			
Implement Universal Credit as a replacement to Housing Benefit from October 2013 for new claims through to 2017			✓							
Implement the replacement of Council tax benefit with a local discount scheme			✓							
Implement the Governments proposals which will ensure that total benefits does not exceed average earnings			✓							
Registration Services										
Provide an efficient, comprehensive registration service integrating increasing regulatory requirements		FRCS	Cllr Stafford	AD Legal	✓	✓	✓			

		Provide an efficient Land Charges service, integrating chip and pin / worldpay service for customers	FRCS	Cllr Stafford	AD Legal	✓	✓	✓
1.18	Ensure improved VFM from Council services through implementation of the LEANER and ICT programme	Implement Unified Communications (Microsoft Lync) to improve telephony services and introduce video and instant messaging capabilities across the Council	FRCS	Cllr Stafford, Cllr Georgiou	AD IT & Transformation	✓		
		Implement single view of customer, mobile working and information management) and the Customer First IT enabling requirements for Customer First to support the transformation of Council services				✓	✓	✓
		Implement thin client technology for the public access machines in libraries to ensure the public have access to the most up to date technology in the most cost effective way				✓		
		Implement phase 2 of the corporate asset management system (Atrium) to improve the way the council manages its property assets				✓		
		Delivery of phase 2 of the NWW programme ensuring cashable and non-cashable benefits are fully delivered				✓		
		Delivery of the Customer First programme in-line with the CAM; to deliver against the agreed savings profile				✓	✓	✓
		Delivery of the Service Review programme ensuring tie-in with the agreed financial model				✓	✓	✓
		Delivery of the Building Resilience programme				✓	✓	
		Delivery of the Procurement programme against the agreed savings profile				✓	✓	✓
		Ensure realisation of future transformation opportunities in order to help deliver planned budget savings					✓	✓
1.19	Maintain a confident, soundly based, risk aware decision making culture within the Council,	Develop a comprehensive, effective risk based culture throughout the Council	FRCS	Cllr Stafford	AD Corporate Governance	✓	✓	✓
		Work with partners, including the Police, to promote a joined up effective response to tackling fraud in the Borough				✓	✓	✓
1.20	The Council has an effective, flexible, skilled workforce	Develop and embed a culture within the Council based on the Council's values: One Council, Customer First, Achieving Excellence, Empowering People	CEX	Cllr Stafford	AD Human Resources	✓	✓	✓
		Ensure that the Council has a high quality, well trained workforce through implementation of the Workforce Development Plan				✓	✓	✓
		Ensure that the Competency Framework is understood and embedded, so that the Council is best placed to deal with the changing requirements in staff roles				✓	✓	✓
		Within departments, ensure that staff working with vulnerable adults and children and young people are appropriately trained and supervised	HHASC / SCS	Cllr McGowan, Cllr Orhan	AD Adult Social Care, SCS DMT	✓	✓	✓
		Continue to recruit apprentices as appropriate	CEX	Cllr Stafford	AD Human Resources	✓	✓	✓
		Support more people with disabilities to gain and retain jobs in the Council through delivery of specific HR policies.	CEX/HHA SC	Cllr Stafford, Cllr McGowan	AD Human Resources, AD Adult Services	✓	✓	✓
1.21	Effective performance management, data and information analysis to underpin the delivery of excellent, value for money services	Develop and implement a new corporate and ESP Performance Management Framework	CEX	Cllr Georgiou	AD Communities Communications Policy and Performance	✓	✓	✓
		Ensure that decision-making is underpinned by high quality data, information and research				✓	✓	✓
		Ensure that members, staff and partners are fully informed of national, regional and local policy developments and their impact on Enfield				✓	✓	✓

2. Growth and Sustainability

2a. A clean, green and sustainable environment

2b. Bring growth, jobs and opportunity to the borough

No.	Outcomes	Actions	Dept	Cabinet Member	Lead / others involved	2012/13	2013/14	2014/15
2.1	Modern waste services to improve recycling, reduce waste disposal and minimise future costs	Rollout the use of wheeled bins across the Borough	ENV	Cllr Bond	AD Waste Street Scene & Parks	✓		
		Increase recycling through a range of initiatives including: -Recycling service for flats above shops -improved on-street 'bring site' recycling facilities -Enabling all residents to have access to kerbside recycling services				✓	✓	✓
		Assess the feasibility of further expansion of recycling services for trade customers				✓	✓	
		Implement the North London Waste Plan in partnership with six other boroughs, to provide a coordinated sub-regional approach to planning for new waste facilities across North London	RLC	Cllr Goddard	AD, Regeneration, Planning & Programme Management	✓	✓	✓
2.2	Improve the public realm, introducing better design, cleaner streets, and a greener, more sustainable environment	Implement an effective regime for managing sponsorship of roundabouts, verges and other highway assets			AD Highways & Transportation	✓		
		Deliver an £8m capital programme to improve the Borough's highway infrastructure				✓		
		Increase intelligence-led, targeted enforcement to reduce flytipping, littering and other environmental disorder				✓	✓	✓
2.3	Sustainable development through effective use of planning powers	Use the planning system to protect and enhance green space, maximise amenity space linked to new development and protect play areas	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
		Protect heritage and conservation areas from inappropriate and unlawful development				✓	✓	✓
		Control pollution and environmental risks through comprehensive response to planning application consultations				✓	✓	✓
		Seek to achieve level 4 and above in the Code for Sustainable Homes for new housing schemes until the Development Management Document is adopted by the Council.				✓	✓	
		Develop and adopt an Urban Design Strategy to reinforce the importance of a good design and the character of the borough.	RLC	Cllr Goddard	AD, Regeneration, Planning & Programme Management	✓	✓	
		Develop and adopt an Enfield Design Guide SPD plus First Phase Topic Papers and Second Phase Topic Papers for the Enfield Design Guide SPD				✓	✓	
2.4	Reduced greenhouse gas emissions through improved energy management	Embed adaptability to and mitigation against climate change into corporate decision making, procurement and other Council activity	ALL	Cabinet	Corporate Management Board	✓		
		Adopt the 2020 Sustainability Programme and Action Plan. The Enfield 2020 Action Plan contains 50 strategic sustainability projects that will collectively deliver significant economic, environmental and social sustainability benefits for all Enfield's stakeholders	ALL	Cabinet	Corporate Management Board / Head of Sustainability	✓	✓	✓
		Introduce Trimming and Dimming within the Borough's street light network to maintain safety but reduce energy costs	ENV	Cllr Bond	AD Highways & Transportation	✓	✓	
		Use the REFIT and SALIX projects to improve the emergu performance of the Council's businesses and schools			AD Planning & Environmental Protection / Head of Sustainability	✓	✓	✓
		Implement a strict invest to save policy to achieve the highest possible placing in the CRC Energy Efficiency Scheme league table			Director ESS	✓	✓	✓
		Report annually on all greenhouse gas emissions from the Council's estate and operations	ENV	Cllr Bond	Head of Sustainability	✓	✓	✓
		Continue monitoring air quality, inspection of premises at risk of causing air pollution and review the air quality action plan			AD Planning & Environmental Protection	✓	✓	✓

		Develop the Lee Valley Heat Network business case and Special Purpose Vehicle, working closely in partnership with the GLA, neighbouring boroughs, the North London Strategic Alliance and the North London Waste Authority	ENV/RLC	Cllr Bond, Cllr Goddard	AD, Regeneration, Planning & Programme Management	✓	✓	✓
2.5	Improved sustainability of transport and reduce its impact on the borough	Complete the new Local Implementation Plan reflecting the Mayor's Transport Strategy and the Council's strategic approach to transport	ENV	Cllr Bond	AD Highways & Transportation			
		Continue with the development of school travel plans and the introduction of school road ranges for primary schools				✓	✓	✓
		Introduce cycle lanes to link Enfield's network to the London Greenway				✓	✓	✓
		Support the delivery of the Upper Lee Valley (ULV) Transport Study which will inform transport infrastructure planning and the regeneration of the ULV	ENV/RLC	Cllr Goddard	AD Highways & Transportation, AD Strategic Planning	✓	✓	✓
2.6	Reduced number of casualties on Enfield's roads	Introduce 20mph zones around all schools in the Borough	ENV	Cllr Goddard	AD Highways & Transportation	✓	✓	
		Complete the annual LBE and TfL funded schemes to improve road layout and safety				✓	✓	✓
		Continue with the programme of road safety education targeting the most vulnerable groups				✓	✓	✓
2.7	Improved and accessible parks, open spaces, allotments and waterways	Implement the Parks and Open Spaces Strategy to regenerate existing green spaces and create new provision in areas of deficiencies	ENV	Cllr Bond	AD Waste Street Scene & Parks, Head of Planning Policy Projects & Design	✓	✓	✓
		Following a restructure of the Parks Dept, deliver a programme of events in parks that meets the needs of residents, with a strategy to be launched in Dec 2012			AD Waste Street Scene & Parks	✓	✓	✓
		Increase the number of Friends of the Parks Groups and continue to develop the effectiveness of the Friends of the Parks Consortium			✓	✓	✓	
		Complete a review of the green belt and open space boundaries to inform the LDF and support the management of parks and open spaces in the Borough	RLC	Cllr Goddard	AD, Regeneration, Planning & Programme Management	✓	✓	
		Deliver the Food Strategy, which brings together key aspects of local food production and consumption, contributing to the improvement of health and the environment, support businesses and improve food security	ALL	Cllr Goddard		✓	✓	
		Maintain allotment use at 95%, provide new allotments and improve links to the Food Strategy	ENV	Cllr Goddard	AD Waste Street Scene & Parks	✓	✓	✓
		Agree and implement a Cemetery Strategy that will deliver investment in facilities, and an improved range of services		Cllr Bond		✓	✓	✓
		Implement the Biodiversity Strategy 2010/13		✓				
2.8	Animal welfare supported	Encourage responsible dog ownership. Take measures to ensure that the majority of strays are reclaimed, fostered or re-homed within 10 days	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
		Publicise and enforce the Control of Dogs Order 1992				✓	✓	✓
		Continue with the programme of inspections of licensed premises and farms to ensure the safety and welfare of animals				✓	✓	✓
2.9	Enfield's areas of cultural, natural and historic significance are conserved	Deliver the built environment aims of the Heritage Strategy	RLC	Cllr Goddard	AD, Regeneration, Planning & Programme Management	✓	✓	✓
		Develop and submit a Stage 1 application to the HLF for funding for the restoration of Broomfield House.			AD, Regeneration, Planning & Programme Management	✓		
		Develop and adopt new criteria, survey the Borough and produce and adopt a new Local List			Head of Planning Policy Projects & Performance	✓	✓	✓

		Implement the grant-based initiative to repair and enhance The Crescent, Edmonton			AD, Regeneration, Planning & Programme Management	✓	✓				
2.10	Improved quality of life for residents through regeneration of priority areas	Ponders End and North East Enfield									
		Deliver the Ponders End Park improvements	RLC	Cllr Goddard; Cllr Oyken	AD, Regeneration, Planning & Programme Management	✓	✓				
		Deliver the North East Enfield Mayors Outer-London Fund Round 2 programme				✓	✓				
		Deliver the Ponders End High Street regeneration project				✓	✓	✓			
		Complete and adopt the Ponders End South Street Campus Planning Brief				✓	✓				
		Deliver public realm works and infrastructure to support the Oasis Hadley Academy and Alma Estate				✓	✓				
		Alma Estate renewal (Note Lead with Strategic Housing HASC)						AD Community Housing Services	✓	✓	
		Complete and adopt the Ponders End Waterfront Planning Brief						AD, Regeneration, Planning & Programme Management	✓	✓	
		Deliver the Columbia Wharf water meadows Phase 1							✓	✓	
		Complete and adopt the North East Enfield Area Action Plan, which will provide a development framework to support delivery of the Ponders End Framework for Change and planning briefs for key sites							✓	✓	✓
							Edmonton Leaside including Meridian Water and Edmonton				
				Develop and adopt the Central Leaside Area Action Plan that will provide a development framework to support delivery of the Meridian Water Regeneration Programme	RLC	Cllr Goddard	AD, Regeneration, Planning & Programme Management	✓	✓		
				Complete and adopt the Meridian Water Master Plan, which will be a Supplementary Planning Brief to shape and guide development and attract inward investment.				✓	✓		
				Develop and deliver phased infrastructure for Meridian Water including East-West link, Angel Bridge, Short-span bridge.				✓	✓	✓	
				Deliver improvements to Angel Road Station, including platform and access, improved stopping train services and submit funding bids for the creation of the Stratford, Tottenham, Angel Road (STAR) 3rd tracking proposals.				✓	✓	✓	
				Deliver Rays Road project which will include improve access to Angel Road Stataion				✓	✓		
				Identify suitable sites for education provision to ensure programme of school and other education opportunities are fully relaised within development.				✓	✓		
				Develop a Neighbourhood Plan for the Shires Estate				✓	✓		
				Complete and adopt an Area Action Plan for Edmonton Green, which will provide a development framework to support delivery of Regeneration				✓	✓		
				Develop options for the refurbishment / redevelopment of North Square as part of comprehensive improvements to Edmonton Green Shopping Centre				✓	✓	✓	
		Implement and evaluate the local Business Rates Hardship Relief Scheme and identify potential for extending the scheme beyond the pilot in Edmonton Green	FRCS	Cllr Stafford				AD Customer Services	✓	✓	
		Upgrade Edmonton Green Station to improve access	ENV	Cllr Bond	AD Highways & Transportation	✓	✓				
		To work in partnership withThames Water to ensure EU equirements are delivered, including mitigation measures for odour nuisance			AD, Regeneration, Planning & Programme Management	✓	✓	✓			

		Complete options appraisal for Claverings Estate and develop a strategy for renewal/refurbishment	RLC	Cllr Goddard, Cllr Bond, Cllr Oykenner	AD, Regeneration, Planning & Programme Management, AD Waste & Parks (Deephams only)	✓	✓	
		Complete the renewal of Highmead Estate	RLC/HHA SC	Cllr Goddard, Cllr Oykenner	AD Council Homes	✓	✓	✓
		New Southgate and the North Circular Road Area						
		Complete and adopt the North Circular Area Action Plan, which will provide a development framework to support delivery of the New Southgate Master Plan and Ladderswood Estate regeneration	RLC	Cllr Goddard	AD Strategic Planning	✓	✓	✓
		Deliver the New Southgate Master Plan				✓	✓	
		Implement the Ladderswood Estate renewal programme	RLC/HHA SC	Cllr Goddard, Cllr Oykenner	AD Council Homes	✓	✓	
		Develop a Multi Service Regeneration Hub in New Southgate			Head of Sustainable Communities	✓		
		Deliver the Redbrick Estate and Take the High Road green infrastructure and public realm improvements	RLC	Cllr Goddard	AD Strategic Planning	✓	✓	
2.11	An improved local economy	Working Neighbourhoods Fund - Deliver the £1m+ projects to support business and communities - Commission business support agencies to deliver the Improving Town Centres Programme	RLC	Cllr Goddard	Head of Sustainable Communities			
		Commission investment and business support agencies to provide support to SMEs						
		Develop and deliver an Industrial Estates Strategy				✓	✓	
		Promote and support inward investment to provide more job opportunities				✓		
		Maximise regeneration and employment opportunities arising from the Olympics	RLC	Cllr Charalambous		✓		
		Develop an Economic Development Strategy based on the Local Economic Assessment			Head of Sustainable Communities	✓		
		Develop a town centres strategy to promote the health and vitality of our town centres	RLC	Cllr Goddard		✓		
		Develop the Employment and Enterprise Board to facilitate the involvement of key partners and businesses in strategic planning for economic development			AD Planning & Environmental Protection	✓		
		Continue to use a risk-based inspection and advice programme to enable businesses to comply with regulations			AD Planning & Environmental Protection	✓	✓	✓
		Extend the zero and 1* rated food premises pilot to improve compliance and reduce customer risk	ENV	Cllr Bond		✓	✓	✓
		Continue to use the Primary Authority relationship with SMEs to ensure compliance with environmental health and trading standards legislation				✓	✓	✓
2.12	Reduced unemployment and improved skills of Enfield's residents	Undertake joint work with employers Job Centre Plus etc. targeted at key groups to reduce unemployment	RLC	Cllr Goddard	Head of Sustainable Communities	✓	✓	✓
		Help more people with a learning disability or mental health gain or sustain paid employment	HHASC	Cllr McGowan	AD Adult Services	✓	✓	✓
		Increase the number of jobs in local businesses supported by the Primary or Home Authority Partnership	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
		Use Section 106 Supplementary Planning Document to include a provision for local employment within commercial developments				✓	✓	✓
		Help young people remain in education, employment and training				✓	✓	✓

		Implement the local youth contract to include additional work placements, wage incentives for employers taking on young people through the Work programme and additional apprenticeships	SCS	Cllr Orhan	SCS DMT	✓	✓	✓
		Provide young people and adults with the skills they need to access employment (including personal skills such as communication, time keeping, interview skills and job application coaching)			AD Education Services	✓	✓	✓
2.13	A co-ordinated approach to the long term development of Enfield	Adopt Enfield's Local Development Framework (LDF) Core Strategy, which sets out the strategic planning framework for development in the Borough over the next 15-20 years	RLC	Cllr Goddard	AD, Regeneration, Planning & Programme Management			
		Prepare and adopt the Council's Local Plan providing guidance and standards for new development in the Borough				✓	✓	
		Support and deliver the Borough's social, economic, transport and infrastructure priorities through review and ongoing development of the Council's Infrastructure Delivery Plan				✓	✓	
		Prepare a draft charging schedule for the introduction of the Community Infrastructure Levy				✓	✓	✓
		Develop and adopt the Enfield Town Area Action Plan, which will provide the development framework for investment and regeneration in the area				✓	✓	✓
		Prepare and implement the Regeneration Strategy for the borough				✓	✓	✓
		Facilitate the development of a sub-regional Local Enterprise Partnership			HHASC	Cllr Oyken	AD Council Homes	✓
2.14	Effective management of the Council's property portfolio to ensure its full potential is realised for the benefits of residents and businesses	Develop the Corporate Landlord function including: - Provision of the Asset Management System - Clear segregation of premises management and control of all buildings owned, managed or used by the Council	FRCS	Cllr Stafford	Head of Property Services	✓	✓	✓
		Provide efficient estate management of all land, buildings and assets owned or used by the Council				✓	✓	✓
		Manage Enfield's Green Belt effectively				✓	✓	
		Complete the Asset Management Review and develop and deliver a disposals programme	HHASC	Cllr Stafford / Cllr Oyken	AD Council Homes	✓	✓	✓
2.15	Deliver the Creative Enfield Strategy	Increase the number and improve the quality of facilities for the arts to ensure that the arts infrastructure is fit for purpose and able to support increased participation in local neighbourhoods.	RLC	Cllr Charalambous	Head of Leisure & Culture, All departments	✓	✓	✓
		develop the capacity and raise standards within the sector, artistically and strategically; and increase resources available through partnership working to take advantage of new opportunities, including the sharing of resources to deliver efficient ways of working in a challenging economic climate.	RLC	Cllr Charalambous	Head of Leisure & Culture, All departments	✓	✓	✓
2.16	Deliver Thomas Hardy House 1st Floor improvements	Deliver the Community Conference, meeting space and Muesum space on the 1st Floor of Thomas Hardy House	RLC	Cllr Charalambous	Head of Neighbourhood Regeneration	✓		
2.17	Establish business case for development of Market Gardening within the borough	Complete full feasibility in relation to Market Gardening proposals and in conjunction with Mayor's regeneration Fund.	RLC	Cllr Goddard	Head of Neighbourhood Regeneration	✓		
3. Strong Communities 3a. Encourage active citizenship 3b. Listen to the needs of local people and be open and accountable 3c. Provide strong leadership to champion the needs of Enfield 3d. Work in partnership with others to ensure Enfield is a safe and healthy place to live								

No.	Outcomes	Actions	Dept	Cabinet Member	Lead / others involved	2012/13	2013/14	2014/15
3.1	A range of ways for residents, businesses and Council staff to: - Engage with the Council; Give their views; Influence decision making	Participation						
		Effectively manage and implement the £2.1m ward-based Enfield Residents Priority Fund, which will enable residents and councillors working together to improve their local areas and reduce deprivation	CEX	Cllr Charalambous	AD Communities Communications Policy & Performance	✓	✓	
		Undertake an effective annual Budget consultation	FRCS	Cllr Stafford, Cllr Georgiou	Head of Corporate Finance, Corporate Communications Manager	✓	✓	✓
		Develop local area forums to enable residents to better engage with the Council on issues of importance to them	FRCS	Cllr Stafford	AD Corporate Governance	✓	✓	✓
		Deliver an effective Scrutiny function that actively engages the local community in its work				✓	✓	✓
		Introduce Estate Improvement Panels to ensure effective and appropriate spend of the HRA Environmental estate Budget	HHASC	Cllr Oykenner	AD Community Housing Services, Enfield Homes	✓	✓	✓
		Improve the transparency of decision making processes through increased use of planning panels, an enhanced licensing review process and business forums	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
		The newly established Estate Improvement Panels will work in partnership with the Enfield Homes Estate Improvement Team to ensure a cost-effective and appropriate spend of the HRA Environmental Estate Budget	HHASC	Cllr Oykenner	Enfield Homes / AD Council Homes	✓	✓	✓
		Engagement						
		Develop better understanding of Enfield's communities through user surveys, focus groups, Residents' Panel, events and contact with local groups to inform decision making	CEX	Cllr Georgiou	AD Communities Communications Policy & Performance	✓	✓	✓
		Deliver, analyse and ensure effective dissemination of a coordinated programme of engagement and consultation				✓	✓	✓
		Launch a new youth portal and use social media to enable young people to give their views and have better access to information	SCS / FRCS	Cllr Georgiou	Web Development Manager, Deputy Head of Youth Support Service	✓		
		Develop opportunities for young people to influence decision making and shape future services via the Area Youth Forums and the Enfield Youth Parliament	SCS	Cllr Orhan	AD Commissioning, Children's Trust Manager	✓	✓	✓
		Ensure that young people are included in shaping and improving publicly funded local health and social care services e.g. through Healthwatch	SCS	Cllr Orhan	AD Commissioning and Community Engagement		✓	✓
		Promote the Council and its services through the use of a wide range of social networking channels	CEX	Cllr Georgiou	Web Development Manager, Corporate Communications Manager	✓	✓	✓
		Encourage local communities to be more involved in planning their neighbourhoods by revising the Statement of Community Involvement and development of engagement programmes	RLC	Cllr Goddard	AD Strategic Planning	✓	✓	✓
		Implement campaigns to encourage registration so that all residents entitled to vote are able to participate	FRCS	Cllr Stafford	AD Legal	✓	✓	✓
		Ensure that services across the Council Council understand the impact and are prepared for implementation of the Localism Act 2011.				✓	✓	✓
		Implementation of the new process to replace the current councillors standards and conduct regime				✓	✓	✓

		Engage with tenants and leaseholders to continue to develop the direction of the Council's HRA Business Plan	HHASC	Cllr Oykenner	AD Council Homes	✓	✓	✓
		Communications						
		Ensure that the new Council branding is used across the Council				✓	✓	✓
		Continue work to ensure that Council publications are accessible, jargon free and promote the Council's image				✓	✓	✓
		Deliver targeted communications programmes for hard to reach / engage groups, VCS, businesses and potential investors in the Borough	CEX	Cllr Georgiou	AD Communities Communications Policy & Performance	✓	✓	✓
		Improve customer outreach services through: - Delivery and annual evaluation of the 'On Your Doorstep' pilot - Review of Home Visiting Teams				✓	✓	✓
		Work to improve levels of satisfaction with the Council				✓	✓	✓
		Council Staff						
		Continue to deliver a staff communication and engagement programmes to support people through changing circumstances	CEX	Cllr Georgiou	Director FRCS, AD Communities Communications Policy & Performance Assistant Head HR	✓	✓	✓
3.2	High quality services that value diversity and promote community cohesion	Promote the development of cohesive communities where people mix freely and play an active part in their communities	CEX	Cllr Hamilton	AD Communities Communications Policy & Performance	✓	✓	✓
		Ensure effective implementation of the Community Cohesion Strategy Action Plan				✓	✓	✓
3.3	Enfield is recognised across a broad range of Government departments, agencies, partnerships and stakeholders as an effective, innovative council at the forefront of local government thinking	Raise Enfield's profile and address key issues with local MPs, Government and regional and sub-regional partners through effective advocacy, networking and promotion				✓	✓	✓
		Organise a three year programme of events and publications on issues of importance affecting Enfield and other similarly placed Councils	CEX	Cllr Georgiou	AD Communities Communications Policy & Performance	✓	✓	
		Endeavour to win awards and have articles published so that Enfield's achievements are recognised across local government and the Council is recognised as demonstrating best practice and innovation across its services				✓	✓	✓
3.4	A thriving, involved third sector contributing to the achievement of key local issues	Implement the strategic framework for the Council's work with the voluntary and community sector	CEX	Cllr Hamilton	AD Communities Communications Policy & Performance	✓	✓	✓
		Capacity Building						
		Develop a capacity building programme, supported by the Council's Community capacity Building Fund, to promote a vibrant voluntary and community sector	CEX	Cllr Hamilton	AD Communities Communications Policy & Performance	✓	✓	✓
		Promote more joint working between VCS organisations through the use of hot desking facilities and capacity building programmes				✓	✓	✓
		More local people, including hard to engage areas of the community, have a voice through work with the voluntary and community sector	CEX/HHA SC/SCS	Cllr Hamilton, Cllr McGowan, Cllr Orhan	Head of Sustainable Communities, departments	✓	✓	✓
		Commissioning						
		Develop a thriving voluntary and community sector by supporting commissioning and procurement activity that leads to sustainable value for money contracts	CEX/HHA SC/SCS	Cllr Hamilton, Cllr Goddard, Cllr McGowan, Cllr Orhan	Head of Sustainable Communities, departments	✓	✓	✓
		Implement a VCS sector strategy to shape the provision of information and advice, support planning, brokerage and advocacy	HHASC	Cllr McGowan	Head of Commissioning & Procurement	✓	✓	✓
		Support the development of social enterprises / user led initiatives in the delivery of social care services				✓	✓	✓
		Volunteering						
		Continue to work with the VCS to promote volunteering		Cllr Hamilton	AD Communities	✓	✓	✓

		Maximise volunteering opportunities for residents	CEX	Cllr Hamilton	AD Communities Communications	✓	✓	✓
		Increase the number of people preparing for work through volunteering by encouraging links between Job Centre Plus, JOBSnet and the VCS		Cllr Hamilton	Policy & Performance	✓	✓	✓
3.5	An efficient Enfield Strategic Partnership effectively addressing Enfield's key issues	Implement a new structure to deliver effective partnership working in Enfield	CEX	Cllr Georgiou, Cllr Hamilton	AD Communities Communications	✓	✓	✓
		Develop and deliver an action plan to deliver the shared priorities			Policy & Performance, ESP Steering Group, ESP Board	✓	✓	✓
		Increase opportunities for joined-up service delivery				✓	✓	✓
3.6	Effective local partnership working to improve the health and wellbeing of all Enfield's residents	Work in partnership to improve the health of Enfield's residents						
		Provide community leadership in the implementation the Health White Paper and ensuring a greater voice for local people in NHS services by: - Ensuring all stakeholder voices are represented through consultation - Making stakeholder events accessible to all community groups across the Borough	HHASC	Cllr Hamilton	Director HHASC Chief Commissioning Officer	✓		
		Reduce the gap in life expectancy within the Borough			Joint Director of Public Health	✓	✓	✓
		Reduce the difference in levels of heart disease				✓	✓	✓
		Use the JSNA to identify the population's current and future health and wellbeing needs and inform future commissioning priorities for the Council and the local health economy				✓	✓	✓
		Work with partners in the Tobacco Control Alliance to implement the strategy and action plan to tackle the prevalence of tobacco use in Enfield	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
		Increase the number of sports sessions for adults 16 -49	RLC	Cllr Charalambous	Head of Leisure & Culture	✓	✓	✓
		Increase the number of Healthchecks offered and delivered to Enfield residents	HHASC	Cllr Hamilton	Director of Public Health	✓	✓	✓
		Help 1569 people to stop smoking	HHASC	Cllr Hamilton	Director of Public Health	✓	✓	✓
		Work with businesses to improve residents' health						
		Provide support to commercial premises to encourage them to introduce healthy food options by reducing salts, sugars and fats and attaining the Health Catering Commitment.	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
		Children and young people have healthy lifestyles						
		Improve the physical, emotional and mental health of children and young people to ensure that they have a healthy start in life and make healthy choices Reduce the % of children who are overweight or obese	SCS	Cllr Orhan	Director SCS, Director of Public Health	✓	✓	✓
		Increase the % of young people aged five having received 2 MMR immunisations	HHASC	Cllr Hamilton	Director of Public Health	✓	✓	✓
		Provide a range of high quality Child and Adolescent Mental Health services	SCS	Cllr Orhan	AD Early Intervention & Access	✓	✓	✓
Ensure that schools, children and young people have fair and equitable access to the Educational Psychology Service, according to need				✓	✓	✓		
Improve the physical health of children and young people by: - Providing a range of sports sessions - Increasing leisure centre attendance - Increasing the number of young people volunteering for 'Everybody Active' - Increasing attendance at events and festivals	RLC	Cllr Charalambous	Head of Leisure & Culture	✓	✓	✓		
Improved drug and alcohol treatment services								
Provide effective drug and alcohol treatment services to: - Increase the number of people who are free of dependency - Increase the number of people engaging in employment, training, education or volunteering - Reduce the number of people engaged in criminal activity - Improve the health and wellbeing of drug and alcohol misusers	HHASC	Cllr Hamilton	DAAT Manager	✓	✓	✓		

		Tackle the availability of alcohol, knives and tobacco to children through effective enforcement of age restricted products legislation.	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
3.7	Significantly reduced likelihood of local disturbances and associated crime	Deliver and monitor the action plan to implement the recommendations from the Council Commission to examine the August 2011 disturbances in Enfield	ALL	Cllr Hamilton	AD Communities Communications Policy and Performance	✓	✓	✓
3.8	Delivery of the Safer and Stronger Community Board priorities for 2012/13	Reduce the overall crime rate in Enfield	ENV	Cllr Hamilton	Head of Community Safety	✓		
	Young People lead safe lives	Work effectively with young people as victims and offenders to reduce crime including serious youth violence and gun and knife enabled offences	ENV	Cllr Hamilton	Head of Community Safety, Head of Youth Offending Service	✓		
	Effective violence against women and girls (VAWG) interventions	Implement effective interventions to reduce levels and repeat incidences of violence against women and girls	ENV	Cllr Hamilton	Head of Community Safety	✓		
	Reduced levels of acquisitive crime	Reduce the serious acquisitive crime rate in Enfield	ENV	Cllr Hamilton	Head of Community Safety	✓		
	Improved community engagement	Develop greater community engagement through: - Improving communication with residents and increasing the number of people engaged in the annual consultation process - Reducing the fear of crime in the local area	ENV	Cllr Hamilton	Head of Community Safety	✓		
	Tackling anti social behaviour	Reduce perceptions of ASB, and increase the number of enforcement measures used to tackle these issues	ENV	Cllr Hamilton	Head of Community Safety	✓		
		Tackle anti-social behaviour effectively by reducing fly tipping complaints, proactively remove at least 90% of graffiti before it is reported, effective intervention against premises causing noise disturbance and continue with robust enforcement of littering offences.	ENV	Cllr Bond, Cllr Hamilton	AD Planning & Environmental Protection, Head of Community safety	✓	✓	✓
	Hate Crime tackled	Tackle hate crime effectively by decreasing incidences and increasing the reporting of, and response to, hate crime.	ENV	Cllr Hamilton	Head of Community Safety	✓		
		Other Actions to Reduce Crime and the Fear of Crime	Reduce crime and fear of crime in Enfield by: Working with the Police to design out crime in housing planning applications Continuing to install alley gates in priority areas subject to the agreement of residents Providing a safer night time economy through effective management of licensed premises and partnership working to design out crime Undertaking multi-agency work to eliminate rogue trading, consumer fraud, doorstep crime, scams and fraudulent trading	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓
				Cllr Bond, Cllr Hamilton	AD Planning & Environmental Protection	✓	✓	✓
				Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
3.8	Fewer children and young people entering the criminal justice system	Work with young people to discourage them from taking part in anti-social behaviour or crime	SCS	Cllr Orhan	SCS DMT	✓	✓	✓
3.9	Young people have access to a range of positive activities	Provide a range of quality, affordable and accessible positive activities for young people that are enjoyable and enable them to learn, achieve and volunteer	SCS	Cllr Orhan	AD Safeguarding	✓	✓	✓
		Deliver activities that enable young people to gain experience in decision making, and taking responsibility for their own lives				✓	✓	✓
3.10	Deliver the Everyday Active Strategy	To increase the involvement of local people in sport and physical activity decision making, volunteering, leadership and coaching	RLC	Cllr Charalambous	Head of Leisure & Culture, All departments	✓	✓	✓

3.11	Increase the use of libraries and museums	Implementation of the new Library Strategy via: <ul style="list-style-type: none"> • Improved provision and access to a range of books and other materials including the increase of self service technology and electronic / online resources • Developing a wider range of learning opportunities • Ensuring local libraries are seen as gateways to wider council services. • Improving our consultation approach for current and potential users to provide feedback and views • Exploring opportunities to be located with and to work in partnership with other services 	RLC	Cllr Charalambous	Head of Libraries and Museums	✓	✓	✓
3.12	Increase opportunities for local residents, businesses and stakeholders to participate in activities which promote the regeneration of the borough.	Establishment of Area Partnership Boards in Edmonton Leaside, North East Enfield and South West Enfield. Development of neighbourhood panels and design panels to enable residents to actively contribute to plans for regeneration.	RLC	Cllr Goddard, Cllr Oyken	AD Regeneration, Planning & Programme Management, AD Community Housing	✓	✓	✓