

Enfield - a borough for all

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Enfield Council's
Community Cohesion Strategy
2007 – 2009

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Welcome to Enfield Council's first ever community cohesion strategy. The strategy demonstrates the Council's commitment to building a cohesive borough. We want to see a borough where people of all ages from a variety of different backgrounds feel they belong.

We are pleased that overall Enfield is a place where most people get along. However, we are not complacent and have developed a strategy to ensure there is a co-ordinated range of actions that aim to support community cohesion. The Council believes this strategy is particularly important in the current international climate to help build understanding and belonging, and to challenge misconceptions in the community.

1. Purpose

The purpose of this strategy is to:

- Outline the Council's commitment to community cohesion and to improving cohesion between communities in Enfield
- Demonstrate our role as a leader of the community and the value we place on building respect and understanding between all sections of the community
- Establish a coherent approach that brings together the range of community cohesion related activities already undertaken by the Council
- Enable better co-ordination of these activities through clear performance management structures and dedicated officer time
- Make a greater impact on community cohesion in the borough through co-ordination and establishing mechanisms to share learning across the Council

The strategy sets out clear aims and performance measures. We will know how well we are doing by asking your opinion, as residents, partners and stakeholders, on community cohesion in the borough. Without this valuable feedback, demonstrating the impact of the strategy would be impossible.

2. Committed to a Cohesive Enfield

Enfield Council is committed to creating a cohesive borough. We believe that

“Community cohesion in Enfield is about building a strong borough, a place which residents can identify with and feel proud of, and where people from all different backgrounds feel valued and can develop positive relationships with their local community; relationships which stimulate a sense of belonging and help people to feel at home.”

The Council’s commitment to community cohesion is based on the Local Government Association definition of a cohesive community:

- There is a common vision and sense of belonging for all communities
- The diversity of people’s different backgrounds and circumstances are appreciated and positively valued
- Those from different backgrounds have similar life opportunities
- Strong and positive relationships are being developed between people from different backgrounds, in the workplace, in schools and within neighbourhoods.

Enfield is a diverse place, but it is a place where most people get along, and our borough does not have the serious segregation and tensions experienced recently by some northern cities. But this is not to say that the vision we describe above is a reality for every resident. We are aware that in the future the Council needs to continually assess community cohesion and seek the views of residents.

There are significant issues to address to make sure that our many communities feel Enfield is a cohesive place where they belong. National and international events can also have a local impact on cohesion. Some of our local issues are detailed below, these illustrate why we have developed “Enfield - a borough for all”.

Key facts

- Diversity in Enfield takes all different forms. Our residents hold a variety of faiths, have differing levels of ability and vulnerability, and come from a number of ethnic backgrounds and range of sexualities.
- Around 283,000 people live in Enfield, from a range of different backgrounds (about 50% of our population is from a minority ethnic group – non White British). Projections indicate that over the next ten years the population will grow by 2,800 (1%). This growth is expected to be concentrated in the Southgate, Highlands, Enfield Highway and Enfield Lock wards.
- Between 1991 and 2001, 19,078 people moved into the borough from elsewhere. A significant number of these people were born outside the

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UK, the largest number were born in Turkey (4,395). In 2001 a quarter of our population were recorded as having been born outside the UK.

- Enfield has a large population of older people in comparison with the rest of London. It is expected to grow as the fastest growing age bands over the next ten years are predicted to be people aged 50-54 years followed by those aged 45-49 years.
- 26% of Enfield's total population are children and young people, demonstrating a relatively young population compared with the London average.
- Census 2001 figures indicated that 12.8% of people in the borough had a long term illness, health problem or disability. Greater London Authority mid 2005 projections suggested that this had risen to 15.8% (some caution should be exercised with projected figures).
- The southern and eastern areas of Enfield experience particularly high levels of deprivation and have a persistent problem of long-term unemployment.
- There are a wide variety of religions and faiths practised in the borough. Enfield has high proportions of followers of all the main non-Christian religions compared to national averages. For example, Enfield has a large Muslim population 9.6%. Other key religions include Hindu (3.35%) and Jewish (1.95%) (2001 Census). The Council needs to help ensure people of all faiths feel an equal sense of belonging in the borough.
- 8.5% of our population aged between 16 and 74 years (2001 Census) are workless (unemployed or economically inactive). This puts Enfield among the worst 10% of all local authorities for worklessness.
- There has been a 4% improvement between 2003 and 2005 (indicated by Citizens' Panel results) in the percentage of local residents who feel people from different backgrounds get along well in their local area.
- There are large variations in educational achievement across Enfield. For example the 2005 GCSE figures showed only 21.4% of pupils from a White-Eastern European background achieved 5 or more A*-C grades, compared to 82.4% of Chinese pupils.
- In April 2006 Enfield had 3282 households classified as homeless, ranking fourth in London. This is alongside a relatively small supply of social rented property, less than 1,000 units each year including those of Registered Social Landlords, almost 50% of which are only one bedroom/studio accommodation.

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- In Enfield on average a man can expect to live to 77 years and woman to 81 years, this compares favourably with England and London averages. However life expectancy varies across wards, there is a gap of 4.9 years life expectancy between the fifth of wards with the highest life expectancy and the fifth with the lowest.
- Enfield is rich in green parkland and open spaces with one third of the borough comprising 'Green Belt' land. Enfield also has 16 designated conservation areas.

The data suggests the effect inequality can have as a barrier to opportunity or cohesion, for example, the inequality experienced as a result of deprivation. The Council with its partners believes tackling deprivation and inequality to be a priority. This strategy contributes to the Council's approach to combating deprivation as set out in numerous Council and partnership plans (see section 6).

The community cohesion strategy recognises the importance of the issues above, and we hope through a more co-ordinated approach to working towards community cohesion, a greater impact will also be made to support, or challenge as appropriate, the areas above.

Partner Support is Important

"Enfield - a borough for all" represents the Council's contribution to achieving the Enfield Strategic Partnership's (ESP) vision for a cohesive Enfield, as expressed within the recently revised Community Strategy. In "Enfield - a borough for all", we identify some key issues and set out what we will do as a council to help tackle these challenges.

The Council, of course, cannot tackle these challenges alone. Just as our vision for community cohesion is shared by the ESP then so are many of the actions set out in our action plan. The input of partners has already been central to the production of our strategy and we will continue to work together on its implementation and further development. By working with local residents and our partners, we aim to develop a boroughwide ESP approach to community cohesion.

Community Cohesion Building Blocks

We believe that local government can help provide a true sense of community, and a society with a genuine sense of local identity and community pride. Through effective community leadership we will champion cohesion in Enfield, promoting understanding between the borough's diverse communities, encouraging public participation, active citizenship and a true sense of belonging.

The Council's approach to community cohesion includes a conviction that a cohesive society is characterised by a healthy political environment, where councillors provide strong leadership, have access to development

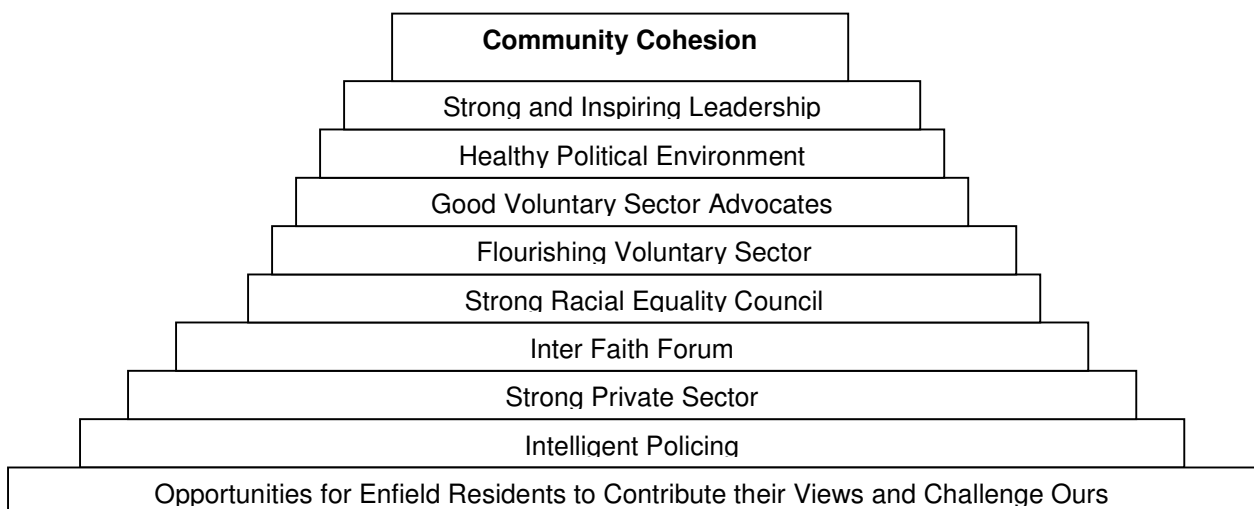
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opportunities and local people are actively involved in decision-making. This includes opportunities for residents to make their views heard, for example through an effective youth assembly. Similarly, a cohesive community should have a strong and active voluntary sector supported by positive working relationships with the local council. Enfield has a flourishing voluntary and independent sector with strong advocates, including Enfield Voluntary Action and other umbrella groups. We will continue to support and work in partnership with the sector in order to help further develop its distinctive contribution towards building a cohesive Enfield, and help it to represent our changing communities in the future.

Race equality is another key building block of a cohesive Enfield. The Council enjoys positive and long-standing partnership arrangements with Enfield Racial Equality Council and is committed to continuing this collaboration as part of the ongoing development of cohesion in the borough. The Council has the same belief in the importance of inter faith groups, as demonstrated through our increasing involvement with the Enfield Faith Forum.

The Council also believes a strong local private sector to be an important aspect of community cohesion. An area which lacks a thriving local economy is also likely to lack cohesion, as individuals feel there are few long term opportunities. Therefore tackling poverty and deprivation through regeneration, and enabling access to skills and employment, will play a key part in a cohesive Enfield.

A final building block for a cohesive community is the presence of intelligent policing and effective joint working with the Police. Enfield benefits from well-established partnerships with the Police, and its Safer and Stronger Communities Board works to continually improve Enfield residents' sense of safety. The diagram below illustrates these building blocks.



Leadership

The Cabinet member for Community Safety and the Voluntary Sector will provide councillor leadership on the issue of community cohesion. They will

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drive forward and champion community cohesion work. Other Cabinet members will ensure that community cohesion is addressed within their specific areas of responsibility, ensuring a coherent corporate approach.

In order to ensure community cohesion has a high profile within Council departments, the Director of Performance, Partnership and Policy will act as a 'champion' on the issue, and work to ensure it is considered in all strategic Council decision-making, and by front line staff. This role will be supported by departmental champions who will also be responsible for raising the profile of community cohesion, and challenge staff to make it a prime concern. The remit of the Corporate Equalities Group will be revised to provide practical co-ordination and share learning on community cohesion (see page 19).

We are already taking many actions towards building cohesion in Enfield. Bringing these together into one strategy will enable the Council to better assess the impact of our actions and to share learning about what does and does not work. By taking a coherent approach to community cohesion we will be able to make more of what we already do, assess what more needs to be done and plan effectively for the future.

Our action plan also includes a number of new actions, which will build on existing activities and give a real boost to community cohesion.

3. The Five Key Aims

To make sure we understand what needs to be done to create a cohesive borough, the Council spoke to a range of local people, local politicians, community groups, and partners. This process is explained in more detail in section 8. These discussions enabled us to identify five key aims for the strategy, outlined below. Clear actions will fall under these aims.

The aims of “Enfield - a borough for all” dovetail clearly with the Council’s corporate aims as expressed within our improvement plan “Putting Enfield First”. The table below demonstrates these links.

Enfield - a borough for all	Link to Putting Enfield First
<p>Aim 1 Democracy To create a borough where local people play an active part in civic and community life, and contribute to local decision-making</p>	<p>Aim 5 Supporting the Delivery of Excellent Services 5e. Provide effective community leadership and increase public participation in the Council’s decision-making process and local initiatives</p>
<p>Aim 2 Opportunities for Bringing People Together To create a borough where local people of all ages and backgrounds have opportunities to mix together</p>	<p>Aim 2 High Quality Education and Lifelong Learning 2f. Increasing opportunities to learn throughout life 2g. Provide positive activities for young people</p>
<p>Aim 3 Investing in Our Future To create a borough where local people have learning opportunities and feel there are good future prospects for them</p>	<p>Aim 2 High Quality Education and Lifelong Learning 2a. Work with schools and colleges to deliver high quality education and raise educational achievement to, and above, national standards Aim 4 Quality Health and Care Services for Vulnerable People in Enfield 4c Help the most vulnerable members of our communities to live more independent lives Aim 6 Economically Successful and Socially Inclusive 6b. Promote opportunities for employment by encouraging business growth, skills, training and reducing barriers to work</p>
<p>Aim 4 Safer Communities To create a borough where local people feel safe and are safe</p>	<p>Aim 3 A Safer Enfield to Live, Work, Study and do Business 3b. Work with partners to reduce crime and anti-social behaviour and respond to the fear of crime</p>
<p>Aim 5 Promoting Community Cohesion To create a borough where the Council acts as a community leader and promotes community cohesion in all it does</p>	<p>Aim 5 Supporting the Delivery of Excellent Services 5c. Communicate the Council’s vision and values to all staff, residents and partners 5e. Provide effective community leadership and increase public participation in the Council’s decision-making process and local initiatives 5f. Deliver the Community Strategy, local needs and priorities by productive partnership working</p>

.4. The National Context

Where has the concept of community cohesion come from?

Over the last five to six years community cohesion has become a main concern for central and local government. You will remember the race riots which took place in a number of northern cities during the summer of 2001. In the majority of cases these were the result of different communities living parallel lives created by highly segregated housing, schools and neighbourhoods. After these events, the Home Office undertook a great deal of work to look at what makes cohesive communities and how to prevent any repetition of the conflict seen.

Subsequently a national strategy (Improving Opportunity and Strengthening Society, Home Office 2005) was developed, and specific guidance issued to help local councils build cohesion amongst their residents (Community Cohesion - an action guide, LGA 2004). This work is underpinned by the Local Government Act 2000 which created a role for local councils as community leaders and gave the legislative basis for local authorities to promote the social, economic and environmental well-being of their area, of which community cohesion is an obvious part. The recent Local Government White Paper, Strong and Prosperous Communities, further develops the community leadership role highlighting the important role local authorities should play in promoting community cohesion locally and tackling extremism.

Enfield Council also has a duty to promote race equality following the Race Relations (Amendment) Act 2000. This requires the Council to 'have due regard to the need' in all that they do to 'promote good relations between people from different racial groups'. This requirement underpins initiatives that bring people together and helps form relationships between people from different backgrounds. These kinds of activities are a key aspect of building community cohesion in Enfield.

Similarly the Council has responsibilities to implement the requirements of the Disability Discrimination Act (1995) by promoting disability equality and developing good practice in our service delivery and employment practices for disabled people. The Council's commitment to promoting disability equality is expressed within the Disability Equality Scheme Report 2006. Our compliance with the equalities legislation ensures residents from all backgrounds are not unfairly discriminated against

More recent developments, including the London bombings in July 2005 and the major security emergencies in 2006, have highlighted the urgent need for engaging and listening to all sections of our community, and for building inclusive communities with a common sense of belonging and commitment to community purpose.

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The Council with our partners reacted swiftly to these events, exercising our community leadership role through meetings with community and faith leaders and by ensuring that we had in place appropriate risk management and contingency planning arrangements. The calm united response shown by all parts of the community demonstrates the significant strengths Enfield has to build on.

There is however no room for complacency. As well as keeping these arrangements under review, we need to ensure that community engagement with all sections of the community remains part of the Council's core business rather than something we do occasionally or only with "easy to reach" groups. We believe that the best way of doing this is by working with our existing community, voluntary and faith groups and directly with the communities themselves. Supporting the emergence of new groups who reflect our changing population and newly emerging needs and aspirations will also be important.

In August 2006, as part of the continuing national focus on cohesion, the Secretary of State for Communities and Local Government launched an independent Commission on Integration and Cohesion. Chaired by the Chief Executive of Ealing Council, the Commission is intended to be a practical exercise looking at how communities across the country can be empowered to improve cohesion, examining what works on the ground and considering innovative practical approaches that can be applied locally.

In launching the Commission's work, the Secretary of State also made clear that it will examine challenging issues including the role of multiculturalism and the impact that the promotion of integration, national identity and shared values have on building community cohesion.

Learning from Others

Enfield believes in the value of learning from the experiences of other authorities and sharing our own knowledge with other councils and partner organisations. This strategy has already drawn on best practice from elsewhere and will continue to do so as we implement our action plan and develop it further. We will engage and network with relevant bodies to ensure the Council's work continues to be informed by best practice whilst also meeting local needs. In particular we will consider recommendations from the Commission on Integration and Cohesion when it reports in June 2007.

5. Enfield and Community Cohesion – Strengths and Areas for Improvement

We have a lot to celebrate in Enfield. Our cultural diversity, heritage and tradition, closeness to central London and proximity to the open countryside makes Enfield an exciting place to live, work, visit and study. We have particular areas of strength in the way in which we work with the community and partners:

- The Council has strong partnerships with both statutory bodies and the voluntary and community sector. In particular these relationships are supported by a nationally recognised Compact.
- The Council has a well-established, representative Citizens' Panel who contribute their views on key issues on a regular basis. This information enables our services and decisions to be informed.
- With the support of our partners, the Council provides clear community leadership through the role we play in driving forward the work of Enfield's Strategic Partnership.
- The Council has a very close working relationship with the borough's Police service. This relationship supports intelligence-led policing and helps to make the borough safer.

However we do face challenges, including significant levels of deprivation and a changing population. We are committed to achieving community cohesion, and although we know that people in the borough generally get on well, we are not complacent. The Council recognises the potential risks that social and demographic change might pose for community cohesion in Enfield and takes seriously our responsibility for promoting and nurturing cohesion.

Through the engagement events, which took place as part of the development of this strategy, we have been made aware of a number of areas for improvement that the Council needs to address if we are to build community cohesion. These issues, along with our planned actions to address them, are detailed below. These actions will of course be complimented by the activities planned within other partner and Council strategies.

Issue Raised	Action Planned
The need for targeted work to support and address the integration of new communities and tackle stereotypes and community misconceptions.	Establish a cross-sector working group to support communities who are new to Enfield, including those from EU member states, using the National Refugee Integration Strategy as a framework.
The need for more support and engagement with the Faith Forum.	A practical programme of Council support to the Faith Forum to be developed.
The need for focused effort to engage	Specific focus groups with hard to

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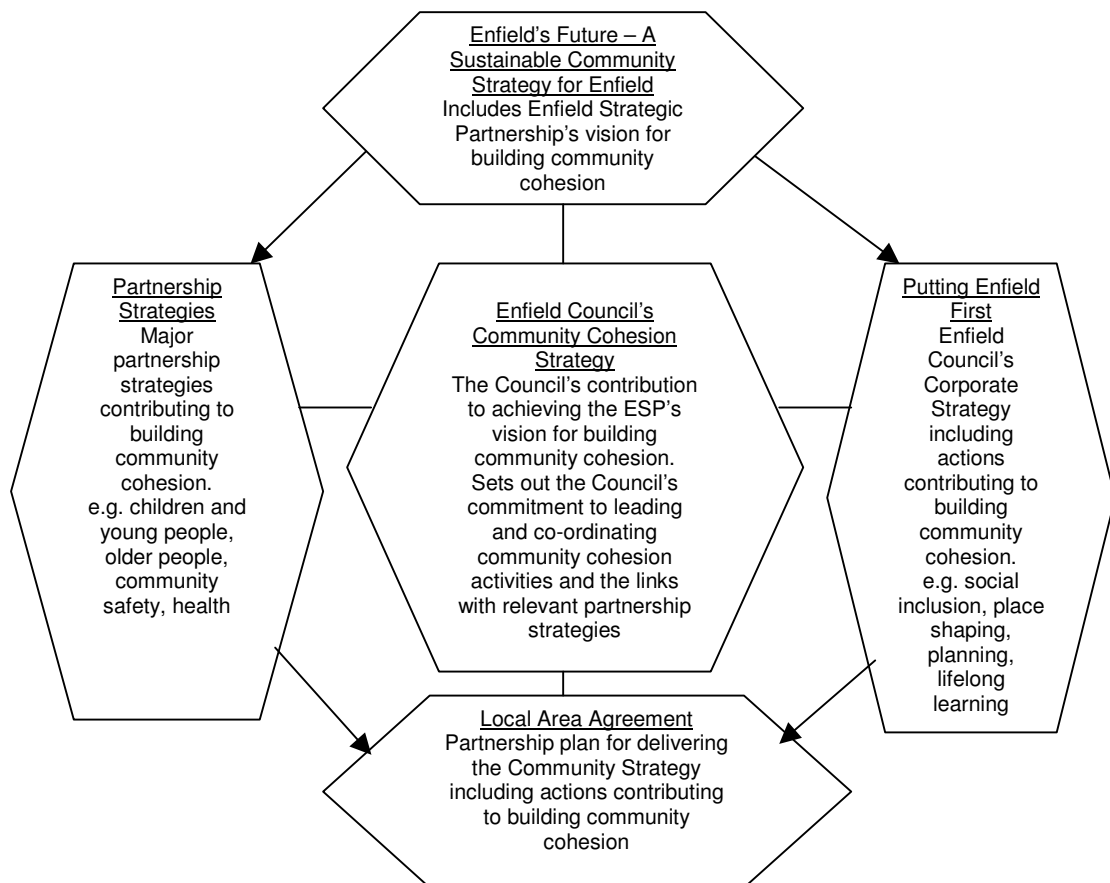
with, and build, relationships with hard to reach communities.	reach communities, (as identified by the engagement events) to better understand their concerns and needs.
The need to ensure intergenerational activities across the whole Council.	Work with the ESP Thematic Action Groups on older people and children and young people (the Children's Trust Board) to develop intergenerational activities.
The need for support for activities that bring communities together from different backgrounds and faiths in a non-threatening environment.	Work with our voluntary sector partners to increase the number of volunteers, especially from more deprived communities.
The need to recognise the value of volunteering through the development of an annual civic awards ceremony for volunteers and those making a valuable contribution to the community.	An annual awards ceremony celebrating the contribution made by volunteers.

In addition to addressing these issues, the Council also recognises that it needs to do more, as a matter of course, to engage effectively with our diverse communities, in particular those from a Black and Minority Ethnic background, older and disabled people. Therefore we will be reviewing the Engaging Enfield consultation strategy during 2007 to ensure these groups are more fully involved and receive feedback about the impact of their involvement. The ongoing development of the ESP Older People Thematic Action Group and specific focus groups with hard to reach communities should also help to strengthen the Council's relationship with these sections of the community and our knowledge of their particular concerns.

6. Links to Other Plans / Strategies

Community cohesion is a distinct issue that needs to be addressed through a clear council strategy and actions. However the strategy will not be delivered solely through these actions but also through a range of existing partnerships and related strategies and plans in which community cohesion features strongly.

The Council's commitment to building community cohesion is central to our partnership work aimed at improving the quality of life and life opportunities for all Enfield's people. The diagram below illustrates how this works.



The borough's Sustainable Community Strategy sets a partnership vision for a cohesive Enfield. It also highlights the importance of tackling deprivation and significantly improving the quality of life of those in our most deprived neighbourhoods. Enfield's Local Area Agreement (LAA), led by the ESP, and the Council's Local Development Framework (LDF), will make major contributions towards achieving this shared vision of cohesion. These documents also demonstrate the commitment of the Council and its partners to reducing inequality in the borough.

The LAA's overarching theme, 'every child really does matter', is also central to the community cohesion strategy's aim three - investing in our future. Another key LAA theme is 'enabling people to make a positive contribution' – encouraging and enabling people of all ages, ethnicities and disabilities to

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play a full and active part in the community, influencing decision-making and strengthening the voluntary sector. This will ensure Enfield's communities continue to be strong and cohesive. A third theme, 'narrowing the gap', aims to reduce the gap between Enfield's most deprived communities and the rest of the borough, whether it is educational achievement, access to employment and training, life expectancy, access to health services, recreational facilities, housing or a clean and safe environment. We recognise that such gaps are significant obstacles to community cohesion. We also recognise that there are limits to what the Council can do through direct intervention in complex areas of service delivery.

The LDF will set out the long term spatial vision for the borough and the policies required to deliver it over the next 20 years. The LDF will promote community cohesion through policies on topics such as employment, housing, crime, health and education that will promote social equity and aim to reduce inequalities between communities of place and identity.

Community involvement during the preparation of the LDF will ensure that future changes reflect the circumstances and aspirations of local people and promote community cohesion. The standards for involving the community, including hard to reach groups, during the preparation of the LDF are set out in the Statement of Community Involvement (SCI) adopted by the Council in June 2006.

The Council is taking a more holistic approach to planning and regeneration than in the past, and to begin to give expression to this role, the Council has started to build a 'place shaping' approach for Enfield. We will involve local communities and build their capacity to participate. The Council expects that this work will of itself contribute to community cohesion by our working together to improve employment prospects, improve housing and social infrastructure and secure environmental improvement that gives strong identity for all.

Detailed targets for improving educational attainment are expressed within the Children and Young People's Plan. The plan also states a commitment to community cohesion and to involving children and young people more actively in local decision-making.

The borough's Community Safety Strategy, owned by the Safer and Stronger Communities Board, seeks to make Enfield one of the safest boroughs in London. It reflects aim four of this strategy, and supports community cohesion by setting out to ensure all sections of the community feel safe.

Ensuring our growing older population feel safe and are also actively involved in the community is part of the Older People's Strategy. This strategy aims to support older people to remain an integral part of the community as active citizens and contributors to building and sustaining strong, healthy, caring and vibrant communities in Enfield.

The Council's Housing Strategy contributes to building community cohesion

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by setting out objectives for meeting housing need in Enfield and for working with partners to improve the condition and supply of housing in the borough across all tenures, including through a bid for funding through the creation of an Arms Length Management Organisation. The Housing Strategy and the ongoing development of the linked strategies around homelessness and supporting people amongst others will continue to involve residents and other key stakeholders in agreeing priorities for action, such as 'quality of life' issues including crime, anti-social behaviour, the environment and regeneration.

The Council's work in other essential areas is contained within our improvement plan - 'Putting Enfield First'. The plan guides the Council in meeting the borough's needs and improving services. Our most significant targets in important community cohesion related areas such as equality and diversity, community safety and leisure services, are all included in the improvement plan. The Council's specific policies on promoting equality and diversity are outlined in 'Enfield – Equal Opportunity for All', this document clearly contributes towards building community cohesion, and ensures clear links with the Council's work around equalities and diversity.

7.Strategy Monitoring and Implementation

Strategy Monitoring

A number of community cohesion actions are included in this strategy. These detail the activities the Council will undertake to make its vision of a cohesive Enfield a reality.

The major impact of the Council's actions will be monitored using a number of specific questions within the Annual Residents' Survey and Citizens' Panel Surveys (see below). These qualitative results will also be supported by more quantitative data relating specifically to the initiatives within the action plan. The questions below illustrate our high level indicators and are arranged according to the aims of the strategy. These will be supported by a basket of supplementary questions.

Aim	High Level Indicator Question
Democracy	To what extent do you agree or disagree with the statement: by working together, people in my neighbourhood can influence decisions that affect the neighbourhood?
Opportunities for bringing people together	In which of the following situations, if any, would you say you regularly meet and talk with people of a different ethnic origin / social background to you? e.g. at local shops, at work, at school
Investing in our future	Thinking about your local area, which of the following issues are the most important for making the area a good place to live for everyone? (e.g. job prospects, activities for young people, housing opportunities)
Safer communities	How safe do you feel in Enfield during the day and after dark?
Promoting community cohesion	To what extent do you agree or disagree that this local area is a place where people from different backgrounds get on well together? How strongly do you feel you belong to each of the following? (e.g. your local area, the London borough of Enfield, London) Taking everything into account, how would you describe your overall

	attitude towards the local neighbourhood. Would you say you feel?...very proud, fairly proud, not very proud etc
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The Council already has some baseline data from the Citizens' Panel. This indicates that 48% of respondents feel people from different backgrounds get along well in their local area. The results of the General BVPI Survey 2006 on the question: 'To what extent do you agree or disagree that this local area is a place where people from different backgrounds get on well together?', provide a baseline figure for overall cohesion in the borough (79% agree) and help assess the impact of the strategy. This question will then be repeated in the Annual Residents Survey, as the results of this survey are more statistically significant than the Citizens' Panel survey results. However the Citizens' Panel will be used in between surveys to gain a broader understanding of cohesion in the borough.

The Corporate Policy Team will also take responsibility for co-ordinating the monitoring of the action plan's other targets. This will contribute to the performance management of the Council's improvement plan as the development and implementation of a community cohesion strategy is included under aim 6 'Economically Successful and Socially Inclusive'.

Strategy Implementation

The cross council Corporate Equalities Group will be expanded to incorporate a new role to drive this strategy forward. This group will be facilitated by the Corporate Policy Team, under the leadership of the Director of Performance, Partnership and Policy in her role as council community cohesion and equalities champion.

The group's remit on community cohesion will be to:

- Ensure that further implementation of the community cohesion strategy links with other relevant partnership and council strategies and plans
- Share learning on what works and what does not in relation to community cohesion
- Provide co-ordination and link up actions, where appropriate, to enhance their impact
- Ensure that community cohesion is considered as part of the Council service planning process to develop awareness and stimulate active thought within services about their contribution to community cohesion

Tackle performance problems where appropriate

The Corporate Equalities Group will play a central role in co-ordinating activity and promoting the issue of community cohesion. The high level leadership of the group will give it profile in the organisation and ensure the community cohesion strategy achieves what it has set out to do.

8.Strategy Production

The views of local people, local councillors, the voluntary and community sector, our statutory partners and council employees have been central to the production of this strategy (a full list of participants can be found at appendix A).

Over a period of two months, fifteen different events were held with a range of groups representing Enfield's diverse communities. These sessions provided an opportunity for individuals to identify what they believed to be the issues in relation to community cohesion locally, and suggest possible solutions. Discussions in each session explored four themes:

Common values / civic culture
Social order
Solidarity and equality
Social capital

The document 'Community Cohesion – Community Research' describes the events, and their outcomes in more detail.

The outcomes of these meetings were then considered at a strategy-planning event that brought together representatives from the preceding events to hear the views of others and reach a consensus about what should be priorities for action.

The engagement events provided invaluable information about what concerns local people when thinking about a cohesive Enfield. The experiences of individuals and anecdotal information gathered have helped to ensure this strategy addresses the specific cohesion issues for Enfield and reflects local opinion. Involving local people has also revealed some misconceptions about council services and has helped us to identify where we need to communicate better in the future.

As explained earlier, analysis of the common issues raised in all the engagement events has produced five aims for the strategy:

1. Democracy – To create a borough where local people play an active part in civic and community life, and contribute to local decision-making
2. Opportunities for bringing people together – To create a borough where local people of all ages and backgrounds have opportunities to mix together
3. Investing in our future – To create a borough where local people have learning opportunities and feel there are good prospects for them
4. Safer communities – To create a borough where local people feel safe and are safe

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5. Promoting community cohesion – To create a borough where the Council acts as a community leader and promotes community cohesion in all it does.

The actions set out in this strategy contribute to each of these aims and address the specific areas for improvement as discussed at page 13. The strategy brings together actions from a range of existing plans, alongside new actions developed as part of this strategy.

9. What we're going to do – Key Actions

Aim 1 – Democracy – To create a borough where local people play an active part in civic and community life, and contribute to local decision-making.

Key actions:

- Increase opportunities for the community to contribute towards local decision making through mechanisms such as Community Action Partnerships in Enfield (CAPEs), Area Forums and council planning processes
- Enhance continued involvement of children and young people in the service design and planning of children's services
- Support the Council's elected members to strengthen democratic processes

Aim 2 – Opportunities for bringing people together – To create a borough where local people of all ages and backgrounds have opportunities to mix together.

Key actions:

- Provide learning opportunities and events that bring local people together, for example, through local libraries and volunteering initiatives
- Support the voluntary and community sector to help organisations share knowledge and resources
- Create new community facilities and effectively use what is already available

Aim 3 – Investing in our future – To create a borough where local people have learning opportunities and feel there are good future prospects for them.

Key actions:

- Support vulnerable children, young people and their families to help them gain access to education, training and employment
- Work with schools to improve attainment and manage attendance
- Support older people to improve their access to services and reduce isolation

Aim 4 – Safer communities – To create a borough where local people feel safe and are safe.

Key actions:

- Reduce incidences and fear of bullying through the application of a clear anti-bullying strategy
- Develop a method with Police and community partners to identify and anticipate potential community tensions
- Support offenders and possible offenders to reduce offending and re-offending rates

Aim 5 – Promoting community cohesion – To create a borough where the Council acts as a community leader and promotes community cohesion in all it does.

Key actions:

- Support the borough's different faith groups through the Faith Forum to build understanding and develop positive relationships
- Consider the Council's role as an employer, and work to develop a workforce that reflects the diversity of the local community
- Establish mechanisms to help the Council better understand the needs of new communities and 'hard to reach' groups