

FULL VERSION

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Supporting Local People

Enfield Council's Equality and Diversity

Annual Report 2016

Consultation
Draft

Photo/s

Contents

Introduction	
The Council's Vision	
An 'Excellent' Authority for Equality Work	
Delivering on Equality: The Equality Act 2010	
Monitoring Council Services	
Who Lives in Enfield	
Enfield Council Workforce	
SUPPORTING LOCAL PEOPLE: Achievements, Challenges and Equality and Diversity Commitments	
Chief Executive's Service	
Achievements	
Challenges	
Equality and Diversity Commitments	
Finance, Resources and Customer Services	
Achievements	
Challenges	
Equality and Diversity Commitments	
Regeneration and Environment	
Achievements	
Challenges	
Equality and Diversity Commitments	
Children's Social Care	
Achievements	
Challenges	
Equality and Diversity Commitments	
Education Services	
Achievements	
Challenges	
Equality and Diversity Commitments	
Health, Housing and Adult Social Care	
Achievements	
Challenges	
Equality and Diversity Commitments	
Previous Equality and Diversity Annual Reports	
Further Information	

INTRODUCTION

We are pleased to present Enfield Council's 2016 Equality and Diversity Annual Report.

Throughout this year's report the successes and examples of good practice made by the Council, and its partners, are highlighted. These are the basis for supporting the diversity of the Borough and its plans for the future as we head towards further fundamental challenges.

The recent past, and near future, continue to predict challenging times for Local Authorities when resources are tight. There have been many changes to the way we work with local communities over the previous few years, with more to come. Enfield Council continues to be committed to delivering its strategic aims, which are *'Fairness for All, Growth and Sustainability and Strong Communities'* and has communities which are ready for growth, open to change and able to rise to future challenges.

We continue to support our community partners in delivering targeted services to residents in Enfield who face challenging circumstances as a result of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation; the nine protected characteristics which underpin the national and local Equality and Diversity agenda.

The accreditation of 'Excellent' status awarded by the Local Government Association (LGA) for Enfield's inclusive services to its communities stands as testament to the determination to provide our residents and customers with services that are fully accessible and fair. We continue to build on our achievements and to embed equality in all that we do and the services we provide.

Enfield continues its commitment to support historic national and international events which evidence our recognition of the astounding efforts others have made to allow us to live in such a diverse Borough as Enfield, in peace and with mutual respect. Enfield is home to many communities including those from the Commonwealth and beyond. There are descendants of people who fought and died in two World Wars and other conflicts around the World. It is therefore important that we build community cohesion by remembering these efforts. Enfield is also home to newer communities arriving from the European Union and our support for those communities to settle successfully is equally important.

We will ensure complacency does not exist in Enfield and will continue to strengthen the foundations and excellent work which has been embedded to fully support the equality and diversity agenda in the Borough.

Future plans for Enfield will centre on instilling fresh life and vitality into sustainability, meeting the financial challenges and uncertain times we face by thinking creatively and positively about how best to continue moving forward in empowering communities.

As a Council, we want to ensure that everyone who lives, works, studies, visits or does business in Enfield has every opportunity to thrive, and does not suffer any form of discrimination, disadvantage or inequality.

Councillor Yasemin Brett
Cabinet Lead Member for Equality

James Rolfe
Director of Finance, Resources and Customer Services, Senior Management Lead Officer for Equality

The Council's Vision

Enfield's strategic vision is to make the Borough a better place to live and work, delivering fairness for all, growth and sustainability, and strong communities. The vision is supported by the aims and priorities which commit Enfield to the continued improvement in the quality of life for all residents in the Borough.

Aims and Priorities

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 inequality in the Borough is at the heart of what we want to achieve for Enfield.

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.

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.

Priorities

A clean, green and sustainable environment;
Bring growth, jobs and opportunity to the Borough.

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.

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.

Delivering on Equality: The Equality Act 2010

The Equality Act 2010 identifies nine protected characteristics, which aim to protect people from discrimination. These protected characteristics are:

1. age;
2. disability;
3. gender;
4. gender reassignment;
5. pregnancy and maternity;
6. race;
7. sexual orientation;
8. religion or belief; and
9. marriage and civil partnership.

The Public Sector Equality Duty (PSED) within the Act requires public bodies, such as the Council to consider, and have due regard to, the needs of diverse groups when designing, evaluating and delivering services in order to:

- eliminate discrimination;
- advance equality of opportunity and access; and
- foster good relations between different groups in the community.

The specific duties under the Act also require councils to publish specific and measurable equality objectives. Overarching Equality and diversity objectives are an integral to our Enfield Council Business Plan and support the Council's overall vision which is to make the Borough of Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.

The specific and measurable actions and outcomes which underpin these objectives are included in Enfield's scorecard of performance indicators which are monitored and reported quarterly to the Corporate Management Board and Cabinet to inform decision making and indicate where resources should be focused.

Who lives in Enfield?

CURRENTLY IN CONSULTATION WITH HEAD OF RESEARCH AND INFORMATION AND HUMAN RESOURCES – due end February / early March

Enfield's population from an Equality and diversity perspective is a highly diverse borough and one that is changing and growing rapidly. According to 2015 Greater London Authority projections, the population of Enfield is estimated to be around 324,600. The Council and its partners use population estimates and other data relating to the composition of our communities to plan and deliver our services. Our latest figures suggest that:

- *Approximately 65% of Enfield residents are from Black and Minority Ethnic communities (up from 38.8% in 2001). The largest minority ethnic group is White Other, which includes communities from Turkey, Greece, Cyprus and Eastern Europe – the figure stands at 23.6%. The Black African community makes up 10.2% of the population, while the Black Caribbean community stands at 5.6%. The most recent available information shows that about 35% of Enfield's residents were born outside the UK;*

- *Approximately 16% of people in the borough have a long-term illness, health problem or disability that limits their daily activities or the work they could do. This is likely to be an underestimate as many people do not like to declare they have a disability;*
- *Our population is ageing – the percentage of people over the age of 65 in Enfield is 12.8%, and 28.8% are over the age of fifty. These figures are predicted to increase over the next 25 years;*
- *At the younger end of the scale, 28.7% of people are under the age of 20;*
- *Christianity is the most common religion in the borough in all its different forms (53.8%). 19.1% of residents are of the Muslim faith, and 14.8% hold no religion or belief at all;*
- *Gaining an accurate percentage of people who belong to the lesbian, gay, bisexual or transgender community is difficult as the question has never been asked in the national Census. Estimates have been put forward of between 1% and 10% of our population. This could equate to anything from 3,250 to 32,500 people in Enfield;*
- *As at December 2014 190 civil partnerships had been registered in Enfield. Between December 2014 and December 2015 30 civil partnerships were converted to marriages in Enfield. Latest figures show that 702 marriages are registered in Enfield in 2015;*
- *The latest figure for the number of births, where Enfield is the usual area of residence of the mother, is 4,824.*

Enfield Council Workforce

Age Profile

The greatest proportion of staff appear in the 45 – 54 age category at 32.6%. This is a slight increase on September 2015 where the proportion of staff in the 45 – 54 age category was 32.32%. The category where there has been the greatest percentage change is in the age range 55 to 64 where there has been decrease from 24.4% of the workforce to 22.6% of the workforce.

Gender Profile

In comparison to the local economically active population, a greater proportion of Enfield Council's employees are female at 64.9%. This is greater than the average percentage of female employees across London Councils at 61.85% (London Councils 2015/16)

Ethnicity Profile

28.7% of Enfield Council employees classify themselves as BME. As a benchmark the average percentage of BME employees across London councils is 37.5% (London Councils, 2016). At the time of the 2011 census about 39% of working age residents in Enfield (aged 16-64) were BME.

The BME definition (as applied to both staff and resident numbers) includes minority groups from non-white backgrounds. It does not include groups from 'other white' backgrounds. Enfield has a particularly large and growing population from white minority ethnic groups. These include sizeable and long established Turkish, Turkish Cypriot, Greek and Greek Cypriot communities. Like many other parts of the UK, Enfield also now includes substantial new communities from many different parts of Europe. In particular, large numbers have migrated to Enfield from the 'accession countries' which joined the European Union in 2004 and 2007.

It should be noted that 6.5% of staff have not declared their ethnicity data.

Disability Profile

A total of 133 employees, 4.1%, have declared that they have a disability. This is in comparison with 7.2% of the working population in Enfield (Census 2011). The Council continues to support the Staff with a Disability Action Group and to listen to and act on their concerns as these may arise.

In terms of staff development we continue to offer staff the opportunity to attend a range of training covering Equality and Diversity, Unconscious Bias and Disability Awareness. Equality legislation and good practice also forms a significant part of the Recruitment and Selection training which is mandatory for all managers that undertake this activity.

We have ensured that a robust Equality Impact Assessment process is in place as the LBE continues to progress through an extensive restructure programme.

The Local Authority has a number of staff groups including the Carers Group, the Disability Action Group and the Minority Ethnic Staff Group. The Minority Ethnic Staff Group has been very active this year including producing an excellent Guide to Ramadan, designed to both inform managers about Ramadan and offer practical advice on how to support staff during Ramadan.

Minority Ethnic Staff Group

CURRENTLY IN CONSULTATION WITH MESG LINK OFFICER

The Minority Ethnic Staff Group (MESG) was established in 2003 to provide a consultative body of staff from minority ethnic communities to give opinions, views and advice to the Council on a range of employment and service delivery issues.

The MESG is committed to continuing to raise awareness of not only specific needs of minority ethnic employees, but also providing a forum for its members to get involved in the development of new policies in the Council, and continuous review of its overall performance.

The MESG is always looking to address the topics that are of most interest to its members at the regular meetings and at the last meeting the theme was as broadbased as 'Working in Enfield' and the discussions ranged around many aspects of working within the local authority. Alongside listening to speakers from HR and Enfield 2017, the group was also able to find out about all the changes that are taking place in the Council and ask questions about the potential impact of these changes to members of MESG.

The MESG will continue to hold quarterly meetings and better utilise internal communications channels to raise awareness of their meetings and their work.

Contact e-mail for further information: MESG@enfield.gov.uk.

Staff with a Disability Action Group (SWDAG)

As ever the SWDAG meetings covered a wide variety of topics with some of the highlights including:

- A presentation by a senior manager from the Enfield 2017 team taking the group through the Equality Impact Assessment process used in restructures. The presentation explored how the data was collated; reasonable adjustments that could be put in place to support staff with a disability; support mechanisms for staff who were long term absent or on maternity leave as well as the legal, due diligence and reporting responsibilities of the Enfield 2017 team with regard to Equalities. The group were given the opportunity to ask questions and also gave feedback on their concerns with regard to staff who did not have a declared disability or whose disability was not immediately visible;

- The Organisational Development (OD) team attended the SWDAG meeting in April to consult the group with regard to the proposed changes to the recording and booking of training and the development of a more computer based interactive approach to training. Flic explained that the OD team were currently seeking feedback from staff to ensure that the proposed new computer based training was fit for purpose. The system would initially be trialled and tested by a small group of staff and invited members of the group to contact the OD team if they wished to be part of the trial;
- An agreement to meet at other Enfield Council locations which culminated in a first meeting at the Park Avenue Disability Resource Centre.

The SWDAG has grown in numbers during this year with meetings better attended and we aim to continue this growth through 2017.

The Lesbian, Gay, Bisexual, Transgender (LGBT) Staff Group
LGBT LINK OFFICER TO UPDATE FOLLOWING NEXT LGBT AGM 14-3-17

The LBTG group operates as a virtual staff support groups, as opposed to holding regular meetings. Members are also encouraged to participate in the work of the Enfield LBBT Network, which is an outside umbrella organisation representing the view of the LGBT community in Enfield. The Enfield ELGBT group organises a number of activities throughout the year including LGBT History Month, which takes place in February and is supported by the Council.

Monitoring Council Services

Equality and Diversity monitoring data refers to the personal information we collect about the people who work for us and the people who use the services we provide. This information helps the Council to identify and eliminate discrimination or potential discrimination as both an employer and a service provider.

As an employer, monitoring is a way of measuring change and identifying the issues that impact staff, it helps the Council ensure that staff and job applicants are treated fairly and have equal access to opportunities and benefits.

As a service provider monitoring is a way of measuring changes in the needs and take-up of services, providing a better understanding of the needs of those living and working in the Borough. This enables the Council to identify and address issues in the design and delivery of services which could impact service outcomes and helps to ensure equality of access to services or benefits.

Monitoring data, broken down by the relevant protected characteristics, is reported to appropriate boards and groups where the information is scrutinised and recommendations made. Monitoring data is also utilised in Equality Impact Assessments which scrutinise the way in which a policy or service is being delivered, or is proposed to be delivered, to identify whether this discriminates, or could potentially discriminate, against any particular groups or communities. The assessments also include recommended actions to undertake to eliminate or minimise any negative impacts that have been identified.

CHIEF EXECUTIVE'S SERVICE 2016 ACHIEVEMENTS, CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS

ACHIEVEMENTS

Human Resources

- HR supported the successful centralisation of back office functions minimising the number of compulsory redundancies;
- Organisational Development teams across the Council were restructured into a central hub. Customer survey indicates a successful transition, maintaining the excellent service level;
- Developed and implemented an on line learning management system that went live in June 2016;
- First local authority to achieve 'excellent' standard of the Healthy Workplace Agenda;
- Schools Personnel Service continued to be rated as highly efficient and helpful by schools.

Communications

- Launched the 'Enfield Connected' account to enable people to self-serve online. More than 24,000 residents have signed up and 700 businesses;
- Successfully delivered the 2015/16 Marketing workplan campaigns including fostering and adoption, unlock your potential to signpost residents to jobs; democracy campaign to increase voter registration; Enfield Heroes to celebrate volunteering; and Have Your Say budget consultation;
- Press coverage saw an 11% increase in positive media and a 5% increase in trade and ethnic press episodes;
- Social media – 68% increase in Facebook likes and 27% increase in Twitter followers for the corporate accounts;
- Design and Print increased their external income by 10%;
- Delivered the 2015/16 staff seminars that included a live web feed for the first time that attracted 900+ views during the live transmission;
- Delivered the annual staff excellence awards including a film celebrating 10 years of the awards;

Performance Management Hub

- The new Performance Management Hub launched on 1st July 2015. In its first year of operation it has maintained an effective performance and information service, whilst developing a new approach that includes a core service offer for each area and an agreed level of tailored support;
- Developed and produced a revised 'plan-on-a-page' Council Business Plan focused on key priorities
- Developed a revised Council Performance Management Framework;
- Coordinated submissions to the LGC, MJ and London Apprenticeship Awards that resulted in 3 applications being shortlisted, 1 highly commended and 1 runner-up. Enfield also won the LGC Team of the Year award;
- Delivered and embedded the new corporate strategy and policy hub for the Council with positive feedback from users;
- Created a new corporate consultation and resident engagement hub, which has recently taken on responsibility for tenant involvement and support from Council Housing;
- Delivered a series of successful high profile events including Remembrance Day, Black History Month, Holocaust Memorial Day, Armed Forces events and International Women's Day;
- Continued to support the voluntary and community sector including delivery of targeted grants funding
- Led a review of the Enfield Strategic partnership and supporting structures;
- Supported CMB, Cabinet and MPs in the development of activities to deliver the Council's key infrastructure and regeneration ambitions.

CHALLENGES

- The challenge of changing the organisational culture to match the new structures and ways of working is making the implementation of the new hubs and services more difficult and delaying them achieving full operational effectiveness;
- Delays in developing and implementing digitalisation and new IT systems mean that the full benefits of the reorganisation are not yet being realised;
- The continuing reduction in resources, both financial and staff, increases workloads and makes achieving planned outcomes, both service delivery and financial, more challenging;
- The Council's pay structures are making it difficult to recruit specialist professionals e.g. lawyers, planners and social workers;
- Implementation of the new Apprenticeship Levy;
- Enhancing staff skills to meet demands for increasingly specialised statistical and performance analysis, and the delivery and management of digital communications;
- The reach and 24/7 nature of social media makes protecting the Council's reputation more challenging.

EQUALITY AND DIVERSITY COMMITMENTS

- Human Resources will continue to monitor the risks identified in EQIAs to ensure that there are no adverse effects on workforce equality and diversity
- Communications will embed the Communications Toolkit to ensure that information is more accessible; support community cohesions by promoting positive images and stories of Enfield's diverse communities; and meet the specific needs of key community groups through targeted communication activity
- The Performance Analysis Team will continue to ensure that equality outcomes are effectively measured and reported and that both predictive and retrospective EQIAs are completed as appropriate
- The Information and Research Team will continue to collect and analyse data and information to give the Council as complete a picture as possible of Enfield's diverse communities
- Strategy, Partnerships, Engagement and Consultation retains responsibility for the corporate development and implementation of equalities policy and works closely with the Performance Management Hub to improve how data is captured and used to improve services. Information is currently being collated for a proposal for the Council's reaccreditation as 'excellent' in the Equality Framework for Local Government

FINANCE, RESOURCES AND CUSTOMER SERVICES 2016 ACHIEVEMENTS, CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS

ACHIEVEMENTS

- We have delivered two successful elections during 2016;
- Enfield Connected was delivered in April 2016 with over 48,000 sign ups;
- All Hubs established;
- Average waiting times have been much improved in recent months;
- We have shifted our financial model from subsidised to commercial;
- We achieved a balanced budget in for the 2016-17 MTFP;
- Unqualified Accounts;
- 600 head count reduction with minimal disruption;
- Housing Gateway has over achieved targets;
- Good Rent and debt collection levels;
- Maintained services (delivery and performance) through times of increased demand and fewer resources;
- Culture portfolio on track to be cost neutral;
- Sports participation rates increased;
- Increase in number of performing licences.

CHALLENGES

- Identifying and prioritising the work load;
- Achieving a balanced budget;
- Managing risk and compliance (in Children's Services in particular);
- Supporting the Regeneration agenda;
- The unknown impact of Brexit on workforce;
- Managing demand, changes in demographics;
- The outcomes from the Boundary Commission;
- Aligning public expectation of services against the capacity and capability of the Council;
- Succession planning, continuity of service whilst balancing the requirement for continued innovation;
- Balancing the budget this year and supporting delivery of the MTFP;
- Enabling a return on investment in the digital solutions we have invested in;
- Resilience and maintaining performance.

EQUALITY AND DIVERSITY COMMITMENTS

- Balance the books whilst maintaining statutory compliance;
- Addressing the dissatisfaction of customers with services and the digital platform, and improving the overall customer experience;
- Enabling people to do more for themselves in a simple, intuitive manner;
- Supporting the housing and homelessness agenda. Increasing prevention;
- Understanding our constantly changing community demographic and the associated demand;
- Reconnecting with the local population around government, and effective citizen engagement and communication;

- Strengthening our internal governance and management of change (people, process, culture, technology, business);
- Alignment around corporate council priorities, a shared vision and clear ownership;
- Shifting the capability of our workforce: entrepreneurship, true agility based around business need and a customer centric ethos;
- Developing skills to work in a digital world;
- Appoint procurement partner and deliver savings;
- Further commercialisation of services to generate new income streams;
- To revisit the hub structures and ensure they are fit for purpose;
- Strong financial management including : monitoring, annual accounts, debt collection, savings monitoring;
- Corporate Property review;
- Investment portfolio review;
- Improved return from Leisure and Culture portfolio;
- Ongoing customer satisfaction surveys;
- New working culture – collaboration, outward focus.

Consultation
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REGENERATION AND ENVIRONMENT 2016 ACHIEVEMENTS, CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS

ACHIEVEMENTS

Planning, Highways and Transportation

- Saved residents more than £356,000 defrauds by rogue builders;
- GLA Healthy Workplace Excellence award;
- £300,000 saving delivered on electricity costs for street lights;
- Trading standards, food safety and health and safety prosecutions resulting in over £100,000 of fines, prison sentences of 9 years, 26 months suspended prison sentences and over 800 hours of unpaid community service work;
- Operation Wagtail (sniffer dogs) removed sale of 260,000 illegal cigarettes and 10 tonnes of illegal hand rolled tobacco;
- Successful DCLG bid for £360,000 to tackled rogue landlords renting out “beds in sheds”, overcrowded and sub-standard privately rented accommodation including HMOs;
- Cycle Enfield – first consultations successfully delivered with 2 Judicial Reviews overturned;
- Full delivery of LIP Programme (completion of 4.1km additional Greenway route, additional 19 bus stops made accessible, consultation on 6 Quieter Neighbourhood schemes);
- 80 schools accredited with School Travel Plans (27 Gold, 14 Silver, 39 Bronze);
- Refurbishment of Civic Centre – completion of 8th and 9th floors with 7th floor now opened for occupation.

Public Realm

- Street Cleansing awards – Gold Award in Chartered Institute of Waste Management (CIWM) large authority category and finalist in Keep Britain Tidy innovations category;
- Street cleansing performance better than London and national NI195 standards of cleanliness (independent assessment);
- Awarded 10 Green Flags for our parks;
- Created a dedicated Waste Enforcement Team to address fly tipping and dumped waste.

Regeneration

- Won Housing Zone status from GLA, inclusive of £25million funding;
- Won funding from London Regeneration Fund to provide 300 new jobs;
- Negotiated acquisition of 15 hectares land;
- Completed procurement of master developer for entirety of Meridian Water;
- Planning application approved for 725 new homes and new Meridian Water train station;
- Produced 20 year financial model to govern all Meridian Water expenditure;
- Negotiated new train station for Meridian Water with Network Rail;
- Planning permission obtained for Electric Quarter and started on site;
- Redevelopment of Highmead, Edmonton – 115 new homes at Silver Point;
- £33m investment approved for Housing Zone 2;
- £1.7m GLA grant for Alma;
- Acquired 33 leasehold properties and decanted 51 tenanted properties;
- Completion of Block A at Ladderswood;
- Facilitated delivery of 238 affordable homes;
- Secured £2.4m Section 106 commuted funding.

Council Housing

- Developed a new green and sustainable approach to heating solutions in council housing;
- Implement Strategic Alliance Agreement - Creating jobs and apprenticeships through Framework Contractors;
- Highmead - Completion of 118 units with Countryside scheme includes retain units, community centre and GP centre;
- Arrange upgrade of Home Connections to increase tenants self-serve capability.

Strategic Planning and Design

- North East Enfield Area Action Plan adopted;
- Final Conservation Area Appraisal completed and progress made on the initial public consultation on the Local Plan;
- Three successful roundtables were held with the Crossrail 2 Growth Commission.

Community Safety Unit

- Successfully integrated the work to tackle Anti-Social Behaviour (ASB) in Local Authority Housing areas with the wider ASB function;
- Launched successful communication campaigns to encourage reporting of Domestic Abuse aimed at helping young women. The campaign was re-tweeted over 100,000 times;
- Gang violence: arranged additional mentoring for young people at risk, provided safety measures to reduce the opportunity for gang violence and although this remains a risk, the improvement in Enfield is better than the London Average. (-2.25% in the year compared with an average increase across London of 5.35%);
- Reduced management costs for the CSU, bolstering the front line officers and facilitating proactive partnership working to reduce crime on Council estates with regular walkabouts in targeted areas to improve quality of life issues, demonstrate activity to local people and identify crime and ASB which can be tackled quickly through physical improvements or a range of enforcement actions;
- Managed and commissioned projects worth over £600k to deliver reductions in the crime measures set out by the Mayor's Office for Policing and Crime and achieved reductions in 5/7 crime types.

Economic Development

- Over 60 businesses on industrial estates have been supported including:
- Marks and Spencer cold storage facility creating 150 net additional permanent jobs plus 100 additional at peak periods. Total jobs in the new operation will be around 550 permanent increasing by up to 250 at peak periods;
- Supporting Powerday, a large scale materials recycling facility, with their site expansion, and maintaining operations during the works, to safeguard around 60 jobs;
- Yodel locating to the borough and creating 100 new jobs;
- Camden Town Brewery locating to the borough and creating over 100 new jobs in the borough
- Supported 400 residents from some of our most disadvantage communities with 100 of those succeeding in starting a job;
- 125 apprentices supported with their one day a week learning and support package;
- 1,100 enrolments on adult and community learning courses, cited as a good example of delivering a high number of outputs with a limited budget during the Adult and Community Learning area review.

CHALLENGES

Organisational Change

Working efficiently and effectively with Hubs to ensure service standards are maintained and performance targets achieved; minimise delays to customer service delivery; manage impacts on reduced staff resources

and explore new digitalisation opportunities; improve communication and relationship working with Hubs; manage reputational risks; explore new Digital challenges – work with corporate IT teams to ensure Department's IT requirements are identified, validated and delivered thereby minimising impact on service delivery and performance management.

Finance

- Identifying further savings to support corporate pressures;
- Maintaining agreed levels of service deliver with reduced budgets;
- Generating additional income streams;
- Tracking online payments to minimise delays in processing customer applications, requests etc.
- Financial impact on Housing and Planning Act 2016 (HRA Business Plan), Sale of High Value Voids and Pay to Stay;
- Increasing recycling rates and reducing contamination to avoid financial impacts;
- Security future external funding (TfL).

Customer Service

- Maintaining customer communication and contact levels amidst organisational change, IT and web challenges;
- Managing customer expectations, meeting demand and providing effective customer service within available resources;
- Reducing customer complaints and MEQ levels.

Staff Recruitment and Retention

- Improving the talent pool by recruiting new staff and ensuring competitive employment offer;
- Recruiting and retaining technical/suitably qualified and experienced staff;
- Workforce planning to mitigate loss of potential retirement staff group;
- Retaining staff, improving morale and managing stress levels given recent organisational.

Service Challenges

- Population growth with increased pressures on services and major infrastructure provision (e.g. Crossrail 2);
- New Mayor of London's housing delivery targets;
- Delivery of Angel Road Station (Meridian Water) by Network Rail;
- Brexit – potential economic challenges, impacts on housing demand and supply, land values, major contract clauses, finance sources, change in immigration rules and new regulations;
- Welfare Reform Act – Reduction of rent levels by 1% over the next 3 years with effect from April 2016 will affect delivery of services and the estate renewal and housing development opportunities through the HRA;
- The shortage of affordable housing in London has led to properties in Enfield being utilised by other more expensive boroughs and exacerbated the local housing issue. This is a specific problem when trying to find emergency accommodation either for victims of crime or offenders who need to disassociate themselves with offending peer groups. It may also have an impact on the provision of shelter for those caught up in emergency incidents;
- Tackling domestic abuse and gangs remain high priorities for the borough. The activity required is more resource intensive than situational crime prevention and often results in a number of other issues being flagged and requiring action. Street gangs in particular are highly visible to the local communities affected and reduce confidence in feelings of safety. The cases are often complex and require investigation to determine the best course of action and the agencies that can contribute in finding a resolution.

EQUALITY AND DIVERSITY COMMITMENTS

3 year retrospective EqIAs have been completed for each service (summer 2016). Resulting action plans will be monitored by DMT on a 6 monthly basis. The Department is also represented on the Corporate Equalities Group and is contributing towards the Council's reaccreditation for Excellent level of the Equalities Framework for Local Government.

A new approach to equalities monitoring will be introduced shortly to all of the Department's Key Decision Reports. An additional section for equalities impact assessments will be added to the report which will be reviewed as part of the 10 day circulation period by a group of volunteer middle managers who have received specialist training in this area. They will also feedback to DMT on a quarterly basis to ensure organisational learning is shared across the Department. This system will be implemented within the coming months.

In addition to the Departmental overview, Divisions undertake equalities monitoring as part of their service delivery including:

- Carrying out equalities impact assessments;
- Public and targeted consultations;
- Translation services for written and verbal communications;
- Staff recruitment and development;
- Engaging with partners and community representatives;
- Analysing monitoring data;
- Monitoring impacts of schemes on protected groups;
- Disability access programmes for corporate buildings.

CHILDREN'S SOCIAL CARE 2016 ACHIEVEMENTS, CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS

ACHIEVEMENTS

- Development of Enfield's 'Single Point of Entry', incorporating the 'Multi Agency Safeguarding Hub'; this provides an easier referral process plus a more coherent process for the gathering and exchange of information;
- Reconfiguration of the service provided to homeless families and households with 'No Recourse to Public Funds'; this should lead to a more integrated approach to such families;
- Introduction of the 'Signs of Safety' methodology to all Assessment and Child Protection work; thereby empowering families and also clarifying the dangers to their children;
- Greater use of the 'Graded Care Profile' (developed in conjunction with the NSPCC) is assisting with improving families' understanding of the issues of 'neglect';
- Development, with KRATOS, of a Child friendly Protection Plan; thereby assisting young people to understand why social care is involved in the family and what improvements we are hoping to achieve;
- Procurement and roll out of MOMO (Mind of my Own) - a modern tech savvy way to engage with young people;
- Development of an in house CSE (Child Sexual Exploitation) team – which has led to practice improvements with this specific group of vulnerable children;
- Development of a new multi agency 'Missing Children Risk Management Group' – which has quickly led to a reduction in the number of children missing education;
- An extremely positive 'Joint local area SEND Inspection' (June/July 2016) which highlighted the progress has made in implementing the required reforms;
- The Joint Service for Disabled Children has again been selected to be the Peer Support lead for London, leading on London's training and development programme for SEND;
- Enfield's 'Local Offer' has been updated and now includes six films developed for and by young people with SEND;
- The ESCB has strengthened and improved practice in relation to 'Radicalisation' and the 'Prevent' agenda; a programme of training sessions to help awareness / understanding has been delivered;
- The ESCB Threshold Document and Information Sharing Protocol have been completely refreshed to reflect current practice and procedures within the borough;
- An annual Induction programme for all newly approved foster carers has been developed, which has been successful in improving the skills and confidence of newly approved foster carers;
- Commissioning of additional support (via the North London consortium) for Special Guardianship carers, the number of whom is increasing every year;
- Completion of the first year of our relationship with 'Frontline' – leading to the completion of a one-year social worker training course and ten new social workers employed by Enfield;
- Delivering a successful 'Innovation Fund' project (FASH) that has assisted in supporting many adolescents to remain at home with their families;
- Change and Challenge/Troubled Families has delivered improvements in the lives of many children and families.

CHALLENGES

- Demand for children's social care services has increased significantly at a time when local authority funding has been reduced by approx. 40%. Legislative changes, case law, world events

and an increasing child population all indicate that demand is likely to increase with the accompanying financial pressures;

- As demand for statutory children's social services increase and funding reduces, opportunities for reducing expenditure become limited. Inevitably this results in important but non statutory services bearing the brunt of savings. Primarily this affects services that prevent the escalation of need to the statutory threshold, despite this being counter-intuitive as statutory intervention (for example children in care services) are significantly more expensive than early intervention services;
- Reduced support to children, young people and their families will almost inevitably result in more children and young people not receiving assistance and support until their family circumstances deteriorate or until family relationships fracture. This is costly financially and socially for individual family members;
- There remain difficulties with the recruitment and retention of social workers. The 'market' is highly competitive and housing costs in London and the surrounding areas are disproportionately high;
- Enfield has been unduly affected by the welfare reform changes. Changes to LHA rent levels, the Benefit Cap and other reforms may have had an effect upon demand for services. Welfare Reform is implicated in tenancy instability, increased poverty (despite more people being in work), migration from inner London boroughs to outer London boroughs and neighbourhood 'churn';
- The challenges associated with the changes made by the Enfield 2017 programme have not yet significantly reduced as yet and this places further pressure on operational staff and managers.

EQUALITY AND DIVERSITY COMMITMENTS

- MOMO (Mind Of My Own) initiative usage to be broader among Looked After Children and children on the Child Protection Register;
- Signs Of Safety will continue to be developed thereby improving parental partnerships;
- Graded Care Profile (GCP) usage will be expanded for families where neglect is a key issues;
- Children missing from home, care and education will be further researched in respect of ethnicity.

EDUCATION SERVICES 2016 ACHIEVEMENTS, CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS

ACHIEVEMENTS

Early Years

- 25% increase in the number of 2 year olds accessing free provision, one of the highest in London. Enfield has the highest number of placed children across all the London boroughs at 62%. This was also higher than all of our statistical neighbours including Waltham Forest, 57%, Croydon 52%, Greenwich 54% and Birmingham 58%;
- Percentage of Private Voluntary and Independent (PVI) childcare providers who are currently judged by Ofsted to be Good or Outstanding is 96%. Since July 2015 this is a significant improvement of 10%;
- Percentage of Childminders who are judged by Ofsted to be Good or Outstanding is 84%. An improvement of 3% since July 2015;
- The 2016 Early Years Foundation Stage Profile (EYFSP) scores in have increased from 63.9% to 66.8%. Enfield is performing higher than our statistical neighbour Birmingham at 63.7%;
- The EYFSP Average Point Score is in line with the national average at 34 points and Enfield is slightly higher than our statistical neighbours average point score of 33.9;
- Relaunch of Children Centres into 4 hubs (each with a population of approximately 25,000 children aged 0-4) is delivering positive outcomes. Since January 2015 100% of Children Centres inspected by Ofsted were judged to be 'Good'. Since September 2015 the hubs have screened 2,028 children, aged 0-2 years old for their Speech and Language Development;

School Improvement Service (SIS)

- 97% of schools are judged by Ofsted to be good or better - 99% Primary, 100% special and 90% of secondary (currently 3 schools are judged to Require Improvement (RI) - 1 primary, 1 secondary and 1 secondary academy);
- School improvement service is a Partner in 4 LA teaching schools;
- Provisional school results for 2016 show improvement at KS4 and 5 and KS2 progress above national. No schools categorised as coasting in primary or secondary;
- Provisional performance results at all key stages show either improvement or are improving;
- Successful bid for EEF funding for the Integrating English project – this is a national research project building on the successful project run in Enfield in 2014-15;
- Healthy schools Awards – 70 schools registered with the Healthy Schools London programme, including 6 at gold level and 26 at Silver;
- Primary Science Quality Mark – awarded to 11 schools in 2016-16, over 2/3s of primary schools have achieved this award in the last 4 years all at gold or silver level;
- National recognition for support and training for governors;
- Increase in numbers of governors attending training and successfully achieving accreditation;
- Improvements in governance recognised by Ofsted.

Asset Management and Development

- Place Planning Strategy Reviews have continued. This, in turn, informs the School Expansion Programme (SEP), building priorities, overall place and support service planning, assessment of new free school provision, basic need submissions and other grant/funding bids;
- Increased provision of quality new school places;
- Successful bids for PSBP funding which includes rebuilding of Walker Primary, part rebuild at Durants Special school and kitchen rebuilds at Brimsdown and Eldon primary schools;
- Successful delivery of the capital maintenance programme 2015/16.

Education Psychology Service (EPS) and Child and Adolescent Mental Health Service (CAMHS)

- Successful joint bid with the CCG for Future in Mind Grant and now supporting more children with their mental health issues;
- Restructure of EPS Offer and successful relaunch of traded service to schools. All EP work is tracked and productivity of service is reported on;
- EPS specialist areas established (Autism, Early Years, SEMH and PFA). This is supporting work at individual, partnership and strategic level;
- EP role within diagnostic pathway is being established with clear links to education. Parent support group for school age children with autism is being set up and delivered in schools.
- HEWS traded offer has been maintained;
- SEMH is having an increased focus. SENCO Forum well received with EPS and HEWS staff delivering workshops;
- CAMHS, EPS and BSS have been part of the CYP-IAPT learning collaborative and increasing workforce capacity for evidence based treatment programmes. Schools have been central to the developments particularly in relation to EPS and BSS interventions (Incredible Years Parenting for Primary aged Children). Plans are in place to sustain approaches;
- EPS work in Children's Centres has been recommissioned and redesigned. Under 5s Incredible Years Parenting Programme has been delivered with good outcomes. Early Years EPS model has been revised and delivered in partnership with Children's Centres Hubs and preschool settings;
- Enfield Parent Infant Partnership (EPIP) is well established and linked with Children's Centres;
- CAMHS and EPS engaged young people to develop films of their experience of CAMHS and EPS for the Local Offer.

Behaviour Support Service (BSS) and Special Educational Needs (SEN) Service

- 9% reduction in permanent exclusions in the primary phase, 95 pupils and parents/carers seen at secondary behaviour panels across 9 schools in the academic year. Of the pupils seen only 2% were subsequently permanently excluded during the year;
- SEND – EHCP targets. There has been effective collaboration with partner agencies to embed the EPS model with the SEND Code of Practice. SEN Panel is working consistently and transparently and provides an additional quality assurance mechanism (with additional support provided by SIS). Increase in the quality of SEN Support. Multi-agency training on 'Making an Effective Request for a Needs Assessment' has been well received and has positively impacted on quality of submissions to panel evidencing school SEN provision. 100% of EHCPs have been delivered within the specified time scales;
- SEND/SEND Inspection - Professionals from education, health and social care agencies are working together effectively to support children and young people who have special; educational needs and/or disabilities. Positive recognition for Education Services – EPS, SEN Panel, Early Years and SI Advisors for training;
- Range of new provision for pupils with SEND. New provision developed and opened at both Durants and Waverley this September;
- New Travel Assistance Policy and application form developed and regular reviews of eligibility started following extensive consultation with stakeholders. This will ensure a consistent and transparent process and budget management.

School Admissions and Education Welfare

- 5th highest London Borough for children gaining a place at their first preference primary school (88%), with the London average of 84%;
- 8th highest London Borough of children gaining a place at their first preference secondary school (73%), with the London average of 69%;

- All on-time applications for reception aged pupils and secondary age pupils getting a school place;
- New process for Admissions and Education Welfare Missing Children Risk Management Group meets monthly with regular attendance from agency partners. Cases are now being managed and closed more effectively.

Catering

- Silver Food for Life Catering Mark;
- Marine Stewardship Council Accreditation;
- the Good Dairy Commendation for the Catering Service;
- excellent uptake of Infant Free school meals.

Governor Support Service (GSS)

- National recognition for support and training for governors;
- Increase in numbers of governors attending training and successfully achieving accreditation;
- Improvements in governance recognised by OfSTED.

Physical Education (PE) Team

- PE/Sports achievements – 30 schools achieved School Games Mark Gold award, 14 received silver and 16 bronze 12,256 students participated in primary and SEN school PE and sport events and competitions, including dance festival, gymnastics, athletics championships, cross country, folk festival to name but a few;
- In total there were more than 100 PE and school sport competitions and events in which Enfield schools participated;
- Enfield received a regional School Games Award from DfE and Youth Sport Trust, in recognition of the commitment to providing competitive opportunities in PE and school sport.

Enfield Music Service (EMS)

- 3342 children took part in whole class ensemble teaching and there was a 25% continuation rate from the 2014/15 whole class teaching;
- 3118 children taking instrumental/vocal lessons from Enfield Music Service (EMS);
- Four additional school choirs established. Partnership Singing Festival and EMS Choral Award events took place;
- Approx 3000 instruments out on loan or hire;
- Performance of Enfield Youth Wind Band and the Enfield Youth Symphony Orchestra at St James's Piccadilly;
- 343 ensembles in the borough (EMS and schools). End of term concerts for all ensembles;
- 8 Mayor of London scholars receiving funding for instrumental lessons and ensemble provision;
- Saturday Music Centre soloists' recital performances;
- 6 primary schools (180 children) launched Singing Playgrounds initiative.

CHALLENGES

- Funding and resourcing pressures to Council and Schools Budgets;
- Increasing numbers of children and families exhibiting high levels of need with inadequate resourcing to increase provision and to meet need;
- Government legislative plans and changing position is giving uncertainty about future direction or delays in implementation;
- White paper proposes legislative changes to statutory role of LA in relation to schools causing total lack of clarity and likely reduction in funding;

- U turns issued on previous education statements such as enforced academisation have increased school anxiety about the role of the LA;
- School funding reform has been delayed again leading to uncertainty for schools and difficulty in planning;
- Developing and implementing new model of Education service delivery that increases traded element in the LA and to neighbouring LAs whilst other LAs are making similar plans;
- Increase in demand and difficulties in provision for children eligible for transport assistance resulting in overspend in budget;
- Sustaining improvements in school Ofsted judgements in the face of changes to curriculum, testing and reductions to support services.

EQUALITY AND DIVERSITY COMMITMENTS

Community Access, Childcare and Early Years

The following data is collected based on children and young people in a Children's Centre cluster:

- % of children aged 0 – 2 registered at a children's centre;
- % children aged 0-2, living in the most deprived 10% (IMD) Lower Super Output Areas, have engaged with the Children's Centre 3 or more times;
- % children aged 0-2, living in the most deprived 20% (IMD) Lower Super Output Areas, have engaged with the Children's Centre 3 or more times;
- % of children aged 0 – 2 are screened using the Play and Communication Profile;
- % of children, living in the most deprived 10%(IMD) Lower Super Output Areas, screened using the Play and Communication Profile;
- % of children, living in the most deprived 20% (IMD) Lower Super Output Areas, screened using the Play and Communication Profile;
- % first time parents accessing the First Time Parenting Programme offer 6 or more times in the previous 12 months;
- % of eligible two year olds that have taken up provision;
- % children identified as potentially eligible for the 2 year old offer, not taking up the Free Entitlement, who have engaged with the Children's Centre 3 or more times;
- % of families accessing the Children's Centre Early Help Offer in the last year that receive an initial Family Star assessment;
- % of families receiving the Children's Centre Early Help offer have an improved average score after their final Family Star assessment;
- % of children known to Social Care that have engaged with the Children's Centre 3 or more times.

By ensuring a consistently increasing percentage of children access 2,3 and 4 year old early years education this ensures that there is stronger community cohesion:

- The service provides joint targeted outreach into areas of disadvantage to ensure that families use the children centre services;
- The EYFSP data for 2016 shows an increase of 2% for children achieving a 'Good Level of Development', compared with results in 2015;
- More than 3,700 children living in families with low income were able to access free 15 hours of Early Years Education as part of the Terrific Twos funding in the last 3 years;
- Enfield had the highest number of 2 Year Olds placed compared with other London Boroughs.

School Improvement Service (SIS)

- SIS update their policies and practice in line with any new legislation for example the requirements under the Equality agenda have now been included in our training programme for all schools and Governing Bodies;
- Support materials are produced for schools and a conference for headteachers on the agenda regularly takes place;
- The service is governed by statutory legislations and guidance and role and responsibilities are clearly set out in the relevant working areas through the service and borough's protocols, including work carried out on behalf of Academies, Free Schools and the Council.

Asset Management and Development (AMD)

- The AMD Team aim to provide school places under the school building programme for every child and young person of school age in Enfield regardless of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief or sexual orientation.

Education Psychology Service (EPS) and Child and Adolescent Mental Health Service (CAMHS)

- EPS Equalities data is collected at the stage of receiving Requests for EP Involvement and entered into the CGS database;
- CAMHS collect equalities data at the first appointment when families are asked to return a form that they had been sent in advance and kept on the database;
- CAMHS and EPS employ bilingual members of staff;
- The Translation and Interpretation Service (T&IS) are trained in using translators when consulting with communities whose first language is not English;
- The Recruitment and selection process requires applicants to have a knowledge of the demographics of Enfield and of equal opportunities issues;
- Until recently CAMHS and EPS had a New Communities Therapeutic Team which focussed on providing support for new communities in Enfield. This work has left a legacy within the CAMHS and EPS Teams, and innovative work in this area continues to be offered;
- The service is open to ALL regardless of equality characteristics.

Behaviour Support Service (BSS) and Special Educational Needs (SEN)

- Data is stored on databases at both BSS and SEN offices respectively;
- Monitoring is carried out on an annual basis through the service review which is completed by both the Primary and Secondary Teams. Ethnicity and gender of the referrals is reviewed;
- The BSS works with school children aged 5-18 years so they do not collect data on 5 of the identified protected groups;
- The constituent parts of the service carry out termly/annual reviews with their service users. This gives us the opportunity to respond to concerns from Black, Minority and ethnic service users;
- The BSS service is based on direct referrals from schools over which we have no real control. The service is open to all regardless of equality characteristics;
- The SEN service is a universal service for anyone aged between 0-25 who is in education and who has a disability that impacts on their learning regardless of any equality characteristics. The review takes place on an individual basis as a constituent part of the support programmes offered as well as through the annual review process. The service has a database that records this information. Our service is reactive to need so the 'take up' is dependent on referrals from other sources i.e. Schools, families, learners;
- SEN do not gather data on sexual orientation or gender reassignment. Pregnancy/Maternity/Marriage/Civil Partnership do not apply as the majority of the caseload are aged 0-19 and in some form of education;

- SEN ensures the service offered conforms to the statutory guidelines which further ensures no one is discriminated against;
- SEN are a statutory service and have to work to defined deadlines outlined by the Department for Education. The reforms have radically transformed working practices and increased the parameters that apply to the new Education, Health and Care Plans but has put on emphasis on coproduction not only with Health and Social Care but also with the families and young people involved. Once an assessment for a plan has been agreed the LA has a statutory duty to complete the assessment within a prescribed timeframe.

School Admissions and Education Welfare

- It is not possible for an admission authority to ask for any information about a child or family other than that required to apply the admission criteria for that school. We are, therefore, unable to collect data for equalities monitoring purposes;
- Some equalities data is contained on the Tribal database from the Education Welfare Service both the Admissions data and EWO referrals are monitored on an annual basis as part of the annual service review. In relation to admissions, the admission arrangements for own admission authority are monitored on an annual basis to ensure compliance with the requirements of the Code in relation to 'fairness' (for example, to ensure that schools are not asking for information about children and their parents that contravene the requirements of the Code);
- No monitoring data is collected in relation to access to free school meals and assistance;
- No other information is collected as this is already collated by other areas of the Local Authority;
- As work is with school children aged 5-18 years we do not collect data on 5 of the identified protected groups.

Catering

- Following the launch of infant free school meals, all children in reception, year one and two are entitled to a free lunch. Our uptake of this exceeds the national average;
- We recognise the diversity of cultures within Enfield and reflect this in our menus;
- All of our schools operate a cashless system. This means there is no distinction between pupils who pay for their meals, and those in receipt of a free school lunch;
- We employ a qualified Nutritionist to ensure that our menus meet The nutrition standards, as well as creating special diet menus for children suffering allergies;
- Provision of halal, or non-halal meat dependant on the school's requirements;
- All contractors have to submit their own policies as part of tendering processes and are monitored by the council;
- All new staff are encouraged to fill out an equalities monitoring form;
- We encourage staff with language difficulties to seek further help e.g. English for speakers of other languages classes;
- Many school kitchens have not necessarily been specifically designed to take into account the needs of staff with disabilities as they may have been built many years ago. Reasonable adjustments can be made if deemed appropriate and necessary;
- School meals are an ideal place for a single parent to work as they are only working during school opening times.

Governor Support Service (GSS) (taken from most recent EqIA dated December 2014)

CURRENTLY IN CONSULTATION WITH HEAD OF GOVERNOR SUPPORT SERVICE

- The GSS regularly reviews its publicity material to ensure that it encourages recruitment from all sections of the community;
- The service continues to closely monitor the ethnicity of governance through its database;

- The results of the 2012/13 consultation published in the Summer/Autumn of 2013 termly pack to all governors, via Governor networks, Unison Black members group and the councils disability group;
- The outcome of the future service reviews will be detailed in the Service Action Plan, at Team meetings, Service meetings, One to Ones and appraisals and in the EqIAs;
- Issues around service delivery are used to improve and tighten internal systems and processes. Improvements and changes are communicated to governors and school senior leaders through a revised Service Level Agreement (SLA), periodic newsletters and other forums and networks as necessary;
- Through the service representative at the Departmental Equalities Group the service contributes to promoting equality within the department and throughout the Council;
- All team members have undertaken Equalities training and briefings. Staff training needs centred around equalities are identified during the appraisal process;
- Greater awareness and understanding of implications in relation to community cohesion and inclusion are considered when recruiting governors.

Enfield Physical Education Service

- The Enfield Physical Education Service provides opportunities in PE and School Sport for all young people regardless of the characteristics listed;
- This service thrives on promoting and developing a high quality entitlement curriculum for every student;
- Our work in schools allows equal and inclusive access for all young people including those with special needs and different racial heritage.

Enfield Music Service (EMS)

- The EMS Service provides opportunities in music for all young people regardless of characteristics listed above;
- The service thrives on basic principles of good music education: a forward thinking positive and creative approach that is open to all young people;
- Much of the work done in schools is designed to allow equal, inclusive access to all children, including those with special needs and different racial heritage;
- Provision is made for free instrumental lessons for those receiving Free School Meals;
- Special projects are targeted towards schools with children who fall into the above categories.

REPORT DUE FROM HHASC FEBRUARY END 2017

**HEALTH, HOUSING AND ADULT SOCIAL CARE 2016 ACHIEVEMENTS,
CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS**

ACHIEVEMENTS

CHALLENGES

EQUALITY AND DIVERSITY COMMITMENTS

Consultation
Draft

Previous Equality and Diversity Annual Reports

Equality and Diversity Annual Report 2013 – Stronger Communities
Equality and Diversity Annual Report 2014 – Fairness for All
Equality and Diversity Annual Report 2015 – Empowering Communities

All reports are available on the Enfield Council website: www.enfield.gov.uk

Further Information

More information on our work and the strategic context within which we work can be obtained by contacting the Community and Resident Engagement Services Team (CREST) on:

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For help with this document please contact CREST via one of the above.