

A LIFETIME OF *Opportunities*

ENFIELD COUNCIL PLAN 2020-2022





**Cllr Nesil Caliskan Leader,
Enfield Council**

Foreword

Over the last two years Enfield Council has pushed ahead with bold and positive ambitions to improve the Council and our borough – we have made great progress.

The Council has delivered a new agenda with energy and determination, working to deliver a lifetime of opportunities for all our residents. From launching the most ambitious Council-led house building programme in the history of the borough, to securing investment for community initiatives to help young people make positive life choices, to bringing new businesses that provide high-skill jobs into Enfield and securing investment in our town centres, we have already achieved significant successes.

Enfield Council will also continue to support our EU national residents in light of Brexit, making sure they know we want them to stay as a vital part of our diverse and dynamic community.

Internally, the Council has focused on adding greater robustness and transparency to how we take decisions and how we plan for the future. I believe that at its best, local government can help transform lives for the better. Councils often fill the gap left by national government so that our communities have the support they need. That is why Enfield Council's approach will continue to be one that is proactive and ambitious for our borough.

Most recently, Enfield Council have worked with our partners to respond to the immense challenges brought about by the Covid-19 pandemic. The crisis required an unprecedented response and for the local authority to act decisively to protect and support residents. I am incredibly proud of the way Enfield Council demonstrated local leadership, acting as a catalyst for our community to respond with us. Enfield Council's 'Enfield Stands Together' initiative provided crucial support at this difficult time for residents, businesses, our workforce and our partners like the NHS and other frontline organisations. I pay tribute to our council officers and residents who have done so much already to support those most impacted by the crisis.

I would like to extend my deepest sympathies to those in our borough who have suffered the loss of loved ones as a result of the Covid-19 outbreak. I know this will continue to be a painful time for many in our community who are grieving.

The negative consequences of the crisis will be felt for many years to come. Enfield Council is planning how we can continue to protect local people and the services we deliver to them. This plan sets out how we will do this in the context of the Covid-19 pandemic, adapting to tackle new challenges that residents, communities and businesses are facing. We are working hard to ensure that the ambitions contained in this document are not blunted by the impact of the pandemic. We will do all we can to achieve our objectives in this challenging context. We know if we succeed, we will transform lives.

The story of Covid-19 is far from over and so we will continue to work with our communities and partners to protect and help our residents. We will do so whilst delivering our long-term commitments, including delivering

a huge programme of activities and learning opportunities to help young people to realise their potential and improve school provision. We will build more affordable homes and invest in our own existing housing stock so that everyone in our borough has a decent place to call home. We will continue to work to provide opportunities for residents to increase their skill levels and household income. We will invest in our communities and provide early help to address and prevent underlying issues of poor health, poverty and inequality.

As this plan shows, tackling the climate emergency also continues to be a top priority for Enfield Council. We will take bold action to become a carbon neutral organisation by 2030 and for there to be a reduction in emissions across Enfield.

In recent months, both the Covid-19 crisis and the global Black Lives Matter movement have reminded us once again of the importance of creating a better society in which everyone has a fair chance. At the core of that, I want Enfield Council to create and facilitate change that promotes opportunity for everyone,, tackles inequality and dismantles discrimination. No one in our borough should be left behind. We will work to create a lifetime of opportunities for everyone in Enfield.

Enfield Council should be an organisation that seeks to learn and improve, a modern council that is brave, delivers services people want and in a form that works for them, staffed by people who care deeply about the community they serve.

I believe this new council plan gives a clear sense of the journey we are taking, the challenges ahead and our approach to meeting those challenges to make a positive and lasting impact in Enfield.

A LIFETIME OF *Opportunities* for everyone



GOOD HOMES IN WELL CONNECTED NEIGHBOURHOODS

- Build more and better homes for local residents
- Invest in and improve our council homes
- Deliver housebuilding and regeneration programmes with our residents
- Drive investment to deliver good growth for London



SAFE, HEALTHY AND CONFIDENT COMMUNITIES

- Keep communities free from crime
- Inspire and empower young Enfield to reach their full potential
- Deliver essential services to protect and support vulnerable residents
- Create healthy streets, parks and community spaces



AN ECONOMY THAT WORKS FOR EVERYONE

- Create more high-quality employment
- Enhance skills and connect local people to opportunities
- Develop town centres that are vibrant, safe and inclusive
- Craft a cultural offer for Enfield to support London's status as a world class city

A MODERN COUNCIL

An empowered, responsive and happy workforce

Accessible and efficient

Financial resilience and good governance

Working in partnership

CLIMATE ACTION

FAIRER ENFIELD

EARLY HELP

GOOD HOMES IN WELL-CONNECTED NEIGHBOURHOODS



THERE ARE
125,370
HOMES IN ENFIELD, OF WHICH:

10,080
ARE LOCAL
AUTHORITY OWNED
(8%)

8,400
ARE REGISTERED
PROVIDER HOMES
(7%)

106,830
ARE PRIVATE SECTOR HOMES (85%)

The average house price in Enfield is

£393,237

which is 12.3 times the median average salary

ENFIELD HAS
FOUR UNDERGROUND STATIONS

on the Piccadilly Line,
18 RAILWAY STATIONS
and around
570 BUS STOPS,
served by
45 DAY-BUS ROUTES

SAFE, HEALTHY AND CONFIDENT COMMUNITIES

MORE RESIDENTS UNDER 20

THAN LONDON AND NATIONAL AVERAGES



ESTIMATED POPULATION OF
333,869,
THE 5TH MOST POPULOUS
BOROUGH IN LONDON

**3 theatres, 17 libraries and
130 parks and open spaces**



OUR PUPILS SPEAK OVER
178 LANGUAGES AND DIALECTS,
WITH 55% OF PUPILS SPEAKING ENGLISH
AS AN ADDITIONAL LANGUAGE

ENFIELD IS HOME TO
**LEA VALLEY PARK, THE
'GREEN LUNG'
OF LONDON**

AN ECONOMY THAT WORKS FOR EVERYONE



65.9%

of working-age people are in employment;
this is lower than national rates
(Nomis Annual Population Survey, year to Dec 2019)



41%

of working age residents are qualified to
NVQ LEVEL 4 AND ABOVE
(Annual Population Survey 2018)

MERIDIAN WATER HOSTED
**FIELD DAY
MUSIC FESTIVAL**

IN 2019 WITH OVER
25,000
ATTENDEES

92%

of businesses registered in Enfield are
'MICRO-BUSINESSES',
employing fewer than 10 people

A MODERN COUNCIL



ENFIELD COUNCIL EMPLOYS
2,993 staff,
53% OF WHOM LIVE IN THE BOROUGH



WE HAVE
600,000
customer contacts every year via
the telephone and
10.3m hits
on the councils' website



ENFIELD COUNCIL EMITS AN ESTIMATED
**22,000 tonnes
OF CARBON
each year**

a figure we have committed to reducing
to net zero by 2030.

THIS CARBON FOOTPRINT IS THE EQUIVALENT
OF ONE PERSON FLYING FROM LONDON TO
SINGAPORE AND BACK 22 TIMES.

PRIORITY 1

Good homes in well-connected neighbourhoods

We are delivering more and better homes for Enfield where everyone benefits from the opportunities that growth can bring. Our bold house building programme means that we will create homes that local people can afford. We want to create a place where anyone born in the borough has a home to grow up in, where they can choose to stay in and age in, to benefit from the great city that is London.

Our ambition to massively increase housing supply is an opportunity for us to develop homes and neighbourhoods for people on different incomes, which help people of all ages live healthier and more environmentally sustainable lives. We will deliver a range of different housing products to meet the needs of all our residents, in the right locations, at a price they can afford. We will also improve the condition of homes which are already built.

Our vision for placemaking will put public spaces at the heart of the community, strengthening the connection between people and the places they live and recognising the value this brings. We want to grow our borough in a way which means no one will be left behind. This means developing a diversity of housing products to meet the needs of people who are at risk of homelessness or living in temporary accommodation, those in the private rented sector paying unaffordable levels of rent, and those having to consider a move away from Enfield when they would prefer to stay. This will include social and affordable rented housing and, crucially, more 'intermediate' homes for people who are not eligible for social or affordable rented housing but who are also struggling to access good quality private rented accommodation or cannot afford to buy - 60% of households in Enfield fall into this category.

The Enfield Model for Regeneration, embodied in our plans for the Joyce and Snells estate renewal, sets the principles for delivering with and for Enfield residents. We will take the lead as a housing

authority to make sure that we and our partners deliver good quality homes, in well-designed places, at scale and pace.

We already have over 10,000 council homes in the borough and we would like to build more in the coming years. Our new approach to estate renewal will see us working ever more closely with tenants and leaseholders to build on the strength of our existing communities. Our aim is to make sure that all refurbishment and redevelopment is owned by residents from the drawing board to the creation of new and improved council housing in the borough.

To ensure these new and revitalised neighbourhoods can prosper, we will work together with all relevant partners to unlock key housing growth areas through improved transport infrastructure and will continue to call on national and regional government to support these shared aims.

We are analysing the economic and social impact of the Covid-19 crisis in Enfield, ensuring we can continue to deliver our ambitions for more and better homes in this challenging new context. The role of local government in leading development and good growth is more important now than ever, with our policy to take the lead in developing homes and neighbourhoods being entirely necessary.

The Enfield Housing Test for Good Growth

In everything we do, our vision is for homes and places that are:



Affordable to Enfield residents



Safe and good for health and wellbeing



Child, age and disability friendly



Environmentally sustainable



Digitally connected

Our achievements

551
new homes



In 2019/2020, we delivered 551 new homes through council-led projects, of which 239 are affordable, including 178 council homes.

650
affordable homes



We commenced a new GLA-funded development programme to deliver 650 affordable homes by 2022.

PRIVATE
RENTED SECTOR
LICENSING
SCHEMES



In January 2020, we agreed plans to introduce a new additional and selective licensing scheme, that will improve the conditions of private rented property and management standards.¹

MERIDIAN 1
900
NEW HOMES



We signed the agreement for 'Meridian 1'. This will create around 900 new homes at Meridian Water with 50% being affordable. The first new homes will be delivered in 2022.

LOCAL PLAN
INVOLVING
8K
RESIDENTS



We consulted on the new Local Plan for Enfield, involving over 8,000 residents as well as local businesses in shaping the future of the borough.

£156m
HOUSING
Infrastructure
FUND



We secured £156m for Meridian Water to pay for new road infrastructure, environmental improvements and a high frequency rail service.

NEW
MERIDIAN
WATER
STATION



We have created a new station at Meridian Water and a third rail track which has increased the frequency of services to and from Stratford.

NEW
BUS
SERVICE



In partnership with TfL, we are implementing a new bus service between Crews Hill and North Middlesex hospital, subject to public consultation.

17KM
CYCLEWAYS



Since 2018, we have delivered over 17km of high quality cycleways.

27.61
KILOMETER
ROAD REPAIR



Since 2018, we have resurfaced and repaired 27.61 km of road.

¹ Subject to approval from the Secretary of State

Looking ahead

Build more and better homes for local residents

We will:

- Directly deliver or acquire 3,500 new council owned homes over the next 10 years, of which 1,031 will be delivered by 2023, plus many more through our strategic enabling role, set at a range of social and affordable rents to meet the needs of our residents.
- Require all new homes we control to be above current building regulation energy standards.
- Increase the supply of intermediate housing products, for people who are not eligible for social or affordable rented housing but who are also struggling to access good quality private rented accommodation or cannot afford to buy.
- Increase the number of homes owned and managed by our housing company, Housing Gateway and provide new, decent quality, private rented housing on longer term tenancies to end the cycle of homelessness.
- Implement an additional and selective licensing scheme for private landlords, subject to agreement from the secretary of state, to help improve standards of management in the private rented sector, whilst taking a strong approach to tackling poor conditions and rogue landlords.
- Apply our 'Enfield Housing Test for Good Growth' in the decisions we make regarding the design of new and renewed homes and neighbourhoods.
- Mitigate the impacts of the Covid-19 crisis through a proactive programme management approach to minimise disruption to our housing and regeneration programmes.

Invest in and improve our council homes

We will:

- Work with residents to implement the emerging regulatory framework for building safety.
- Develop a low carbon council housing retrofit plan.
- Take control of our council housing repairs by establishing an in-house service, to ensure quality, social value and value for money.
- Make best use of all council homes by supporting and incentivising under-occupiers to move into smaller properties, effectively managing voids and dealing with illegal occupation and sub-letting.
- Make sure that all newly available council and registered provider homes are allocated fairly to people who need them the most through a revised Housing Allocations Policy.
- Deliver our Better Council Homes Programme to improve how we work with and support our tenants and leaseholders.

Looking ahead

Deliver housebuilding and regeneration programmes with our residents

We will:

- Deliver a successful residents ballot to regenerate the Joyce and Snells estate so that work can begin in 2022/23 to provide high quality new homes for existing residents of all tenures and contribute further additional new homes for local people.
- Support planning applications for increased density and acquire additional homes to increase levels of affordable housing on the New Avenue, Alma and Ladderswood regeneration schemes.
- Identify the estates most in need of regeneration and seek innovative ways to bring forward these new regeneration schemes.
- As part of our estate regeneration programme, deliver over 700 homes by 2022, with the majority being set at social rent, affordable rent or London Affordable Rent.
- Complete the first new homes in phase one of Meridian Water by December 2022; begin construction on the second phase in mid-2021; and sign agreements for future phases by December 2022.

Drive investment in better transport to deliver good growth for London

We will:

- Publish a new Local Plan that will shape how Enfield is developed in the future and to make sure that everyone benefits from opportunities that growth can bring.
- Work in partnership with the Greater London Authority, Transport for London, the London Stansted Cambridge Consortium and our regional partner local authorities to produce the transport infrastructure required in Enfield for the benefit of local people now and in the future.
- Play an active role in the sub-regional Local London Partnership, to secure opportunities for infrastructural investment in Enfield and deliver long term growth and prosperity, ensuring we are globally connected whilst locally focused.
- Complete Government-funded strategic infrastructure works for Meridian Water, which include a major new road and public park, due for completion in 2023.

PRIORITY 2

Safe, healthy and confident communities

The Covid-19 crisis has highlighted how important our role is in the preservation and nurturing of safe, healthy and confident communities. We have worked with and for residents alongside the NHS, community groups and Enfield businesses to support people in need. We will use this experience to continue to improve our services long into the future.

Our population continues to grow and we are taking action so that people of all ages can access the essential support services they need. With increasing older and young populations in the borough we know that even greater demands will be placed on our social care services. In response, we are committing additional resources into social work and adult social care. We are also continuing to prioritise services that prevent and tackle homelessness; this will be particularly important given our high levels of homelessness and anticipated increased demand as a result of the COVID-19 crisis.

We need to prevent problems occurring in the first place wherever possible – whether that's by providing early advice and support to stop people getting into debt or becoming homeless, or preventing people developing avoidable health conditions. Our Joint Health and Wellbeing Strategy sets out how we will work with partners to make Enfield a place where people eat well and are active, smoke-free and socially connected.

Keeping our residents safe is of paramount importance too. This is why we continue to fund additional neighbourhood policing resources to support our local communities whilst lobbying hard for extra resources. We know that there are challenges in keeping our young people safe. Since 2018, we have prioritised work to address

serious youth violence and increased youth service provision. By supporting and inspiring our young people into positive activities, we can help every young person in Enfield reach their potential.

We also continue to keep a strong connection with schools, supporting them to provide an excellent education to their pupils and improve the wellbeing of the communities they serve. Schools have clearly demonstrated their role in supporting communities throughout the Covid-19 crisis, and we will work together to support families to recover over the longer term.

The Covid-19 crisis has also shown us how essential joint working with the voluntary and community sector is. Working with Enfield Voluntary Action and with many charities and grassroots organisations across the borough, we set up Enfield Stands Together. This community resilience programme has successfully brought together key local partners and organisations with hundreds of new local volunteers to get help to those who need it.

We intend to continue this partnership with the community and local organisations to improve quality of life across Enfield over the longer term. We will provide opportunities for local people to get involved in creating their own vibrant neighbourhoods. This includes revamping our library services and bringing services together under one roof to improve outcomes for communities; and creating more quality community spaces as part of our regeneration programme.

Through our multi-agency Brexit Panel, we will continue to offer support to the EU national residents in our borough who wish to remain in the UK following the decision to leave the European Union. We would love all EU national residents to stay here with us.

Our achievements

£1.3m
Young
LONDONERS
Fund



We have secured £1.3m to deliver community led programmes to help young people make positive life choices and address serious youth violence, building on the success of our 2019 Summer University programme.

**FIRST TWO
SCHOOL
STREETS**



We have launched our first two school streets, preventing cars from going up to school gates at drop off and pick up times – encouraging active travel and making the environment surrounding schools healthier, safer and more pleasant for everyone.



We have launched a dedicated multi-agency domestic abuse hub and free phone line to respond to concerns quickly, reduce risks and ensure the safety of children and vulnerable adults.

0800 923 9009

**ESSENTIAL
SUPPORT
Covid-19
crisis**



Our call for volunteers in March 2020 generated an overwhelming response with huge numbers of local people registering to help provide support to vulnerable people during the Covid-19 crisis.



68 learners completed their apprenticeships with us and 207 learners started on our apprenticeship programme.

**200
SPECIAL
EDUCATIONAL
NEEDS SCHOOL
PLACES**

We have created 200 additional Special Educational Needs and Disability (SEND) school places in the borough.

91
EXTRA CARE
accommodation
units

We have secured funding from the GLA to develop 91 extra care accommodation units.

**WINTER
SHELTER
OPENED**



In December 2019, we opened a Winter Shelter for rough sleepers, offering 20 bed spaces, showers and a hot meal.

**SUPPORTING
EU NATIONALS**



We are supporting a safe status for EU Nationals in Enfield through a multi-partner Brexit Panel and deepened work with the local community.

**MENTAL
HEALTH @
40
SCHOOLS**

We have developed mental health support teams in 40 schools in Enfield.

**5000
CYCLE
TRAINING
SPACES**



We have provided 5,000 cycle training spaces so that, in every school in Enfield, children in one school year will have a place.

**NEW
WETLANDS
AREA**



We have created two new wetlands area in Broomfield Park and Enfield Town Park, providing 8,000m³ flood storage, improving water quality and biodiversity, enhancing wildlife habitat and improving local green spaces for local people to enjoy.

Looking ahead

Keep communities free from crime

We will:

- Fund additional police officers for the borough.
- Work with schools, the police and the community to protect young people from involvement in crime and from sexual and criminal exploitation.
- Publicise the new domestic abuse hub free helpline to the wider community, especially those who are suffering from domestic abuse or those who are worried about someone who might be.
- Lead a co-ordinated and multi-agency response to tackle modern-day slavery.
- Support the PREVENT agenda and ensure that our diverse communities remain cohesive and tolerant.
- Deliver interventions which meet the specific needs of communities most impacted by rising crime.
- Pilot the use of speed cameras on the A10 to combat anti-social behaviour and crime.

Inspire and empower young Enfield to reach their full potential

We will:

- Develop high quality early years education and support to ensure the best start in life for all children in Enfield.
- Develop partnerships between schools across the borough, so that all schools are good or outstanding and we improve outcomes for all learners.
- Meet the increasing demand for pupil places through our primary and secondary school expansion programme.
- Increase the capacity of special schools to provide high quality education within the borough for more children and young people with special educational needs and disabilities.
- Work with our communities and local schools to engage young people in positive activities to help them achieve their full potential.
- Respond to young peoples' views and ideas about how we can make the borough even better.
- Support young people affected by exploitation, abuse and violence to be resilient and empowered to regain confidence and control over their lives.

Deliver essential services to protect and support vulnerable residents

We will:

- Protect vulnerable children through effective early help and children's social work services.
- Support and protect children and young people who are looked after so that they achieve their full potential.
- Protect vulnerable adults from harm and deliver robust early help and social care services for adults with additional needs.
- Reduce social isolation and improve mental health by making every contact count, increasing the use of social prescribing and developing inclusive community spaces and services.
- Make sure residents with care and support needs can access good housing that meets their needs.
- Implement a new Housing Advisory Service to prevent homelessness and rough sleeping; and a new Debt Service that will improve access to benefit advice, support around debt and good credit for residents on the lowest incomes.
- Support all our EU residents to remain in Enfield ahead of Britain exiting the European Union.
- Mitigate the disproportionate impact of Covid-19 amongst groups identified to be at a higher risk by delivering targeted engagement, outreach and intervention to support communities and minimise risk of exposure.
- Establish a lasting legacy from our *Enfield Stands Together* Programme, to enable communities to help and support one another into the longer term.

Create healthy streets, parks and community spaces

We will:

- Deliver healthier neighbourhoods where residents are supported to eat well, be active, be smoke free and be socially connected.
- Make our neighbourhoods safer, healthier and better places to live by working with communities to reduce and slow down traffic - particularly around our schools.
- Work with partners to reduce reliance on cars and increase the number of journeys taken by walking, cycling and public transport.
- Create opportunities to get more people visiting and enjoying our parks and open spaces.
- Establish our flagship libraries as community hubs, helping to achieve the best possible outcomes for local people at every stage of their lives.

PRIORITY 3

An economy that works for everyone

We will work with partners to create a dynamic economy that provides high quality employment opportunities for local people and makes Enfield a prime destination for business. A new economic development strategy will set out Enfield's unique offer to contribute to the growth and prosperity of London and the south east.

Enfield has long-established manufacturing and logistics industries as well as the capacity to re-establish its heritage as a 'making' place and grow our reputation as a destination for creative industries. We want to build on this to attract more businesses into the borough which offer secure employment at a minimum London Living Wage to local people.

The Covid-19 crisis has placed unimaginable pressure on Enfield's local economy and many of our Small and Medium Enterprise (SME) businesses are facing great uncertainty. The local authority is working directly with local businesses to understand the pressures they face and give them the support they need during this critical time. We are also looking ahead with businesses to establish a solid platform from which they can recover and develop for the future, ensuring our local economy bounces back with renewed strength and focus.

We know we have huge untapped workforce potential in our borough and that many of our residents are in low paid employment. By working in partnership with businesses and our educational establishments, we will help local people develop the skills they need to access good and sustainable job opportunities.

Creating opportunities for all also means helping to remove barriers that prevent people from entering the labour market. We are prioritising

efforts to increase the quality and availability of apprenticeships and other employment opportunities for young people and adults with learning difficulties and mental health issues. We believe we have a duty to use our position and influence to help those people get fair access to jobs and training in our borough and we will do all we can to make this happen.

Our town centres are facing huge challenges. The way people shop is changing, most notably the significant shift to shopping online. This has been compounded by businesses shutting down as a result of the Covid-19 outbreak. We are taking action to work with local communities and businesses to future-proof our town centres by creating new reasons for people to visit and enjoy them. This will include considering how we can transition from a traditional day-time economy and diversify to increase our night-time economy offer as well as considering the role that housing can play in creating the sustainable high streets of the future.

We know that the ability to make and export culture is an increasingly important economic driver for Enfield and the wider London economy. We will work towards making Enfield a capital for culture in North London, taking advantage of our unique characteristics. We will consider how opportunities to foster and celebrate culture can inform our wider decision making to create a strong visitor economy and make Enfield a destination of choice for people across London and beyond.

Looking further ahead, we see Enfield as a future London Borough of Culture. The ability to craft a cultural offer for Enfield, that can help secure the future of the borough and support London's status as a world class city, underpins all of these ambitions.

Our achievements

Employment and SKILLS



We are working with the eight other London local authorities in the Local London group, to maximise the employment and skills opportunities for local people regionally.

326 Construction JOBS



Since May 2018, we have created 326 construction jobs and training places through our S106 agreements. 333 local residents have successfully accessed construction jobs and training opportunities across the borough.

SUMMER UNIVERSITY Programme



In 2019, the Council ran a Summer University programme together with local providers, developed in partnership with young people, to offer a wide range of courses and activities over the summer holidays. 545 young people attended the programme and of these, 70 gained a nationally recognised qualification.

HIGHLY-SKILLED BUSINESSES



We are continuing to bring highly-skilled businesses into Enfield, including the creation of a world leading Cancer Treatment Centre. We are working in partnership with Metaswitch to build their headquarter offices in Enfield Town.

MAKERS SPACE



We have launched a Makers Space at Meridian Water in partnership with Building Bloqs.

OPEN HOUSE LONDON

In 2019, we took part in Open House London – promoting and celebrating our rich heritage and showcasing our new emerging developments, such as Meridian Water.



£1.5 million waived for Enfield businesses and charities who rent council buildings

GRANTS paid



We have supported businesses during the Covid-19 crisis, paying 32,210 grants worth £40,410,000 and giving 1,832 businesses relief from business rates, totaling £46,246,234.

Looking ahead

Create more high-quality employment

We will:

- Work with local businesses to understand the challenges they face as a result of the Covid-19 crisis and support them to survive and ultimately prosper as part of Enfield's dynamic local economy.
- Transform our industrial areas so they become an integral part of London's future sustainable growth and provide more high-quality and low carbon career opportunities for our residents.
- Attract creative and low carbon industries into the borough.
- Work with businesses across the borough to reduce low pay.
- Make it easier for residents to set up their own businesses and increase their income.
- Hold an annual two-day skills and employment fair at the Lee Valley Regional Park, giving local people the chance to meet a range of potential employers and educational institutions.
- Work with the Living Wage Foundation and others to make the Meridian Water development a 'Living Wage Zone' and use its wider procurement strategy to support decent work and fair pay in Enfield, drawing on existing good practice.
- Implement a new dynamic approach to inward investment for Enfield that works with and for business, making Enfield a number one destination for those looking to invest in London.

Enhance skills to connect local people to opportunities

We will:

- Build a new skills and training centre for the real estate and construction sector in Upper Edmonton, so that local people access jobs arising from regeneration, promoting this widely and effectively through our Build Enfield programme.
- Provide a brokerage role between employers and local colleges to agree a suite of courses that meet emerging need.
- Work with our partners to deliver a new English for Speakers of Other Languages (ESOL) programme for Enfield residents.

- Work with schools and businesses to ensure a line of sight to a decent job for all pupils by offering a work experience programme, volunteering opportunities and CV writing, matching local people to the jobs of the future.
- Improve access to apprenticeships for people across Enfield, leading by example by enhancing the Council's apprenticeship programme.
- Increase the number of residents with special educational needs or disabilities (SEND) gaining and sustaining employment.

Develop town centres that are diverse, safe and inclusive

We will:

- Continue to support our communities to invest in and improve Enfield's town centres, through our Town Centre Action Plan Programme, responding to the new challenges presented by the Covid-19 crisis, and helping local high streets to recover from the significant economic impact this has had.
- Use our Local Plan update to promote the intensification and flexibility of town centres, so that they can adapt over time.
- Enhance the vitality and diversity of our town centres so that they are inclusive, attractive and safe places for residents and visitors of all ages.

Craft a cultural offer for Enfield to support London's status as a world class city

We will:

- Build on Enfield's growing reputation as a destination of choice for London's festivals and events.
- Make our diverse green spaces a prime destination for people across the city and region.
- Help more local people get active and enjoy sport through high quality leisure centres and sporting events.
- Celebrate the community spirit of Enfield and rebuild community connections through cultural and community activities close to home, adhering to social distancing restrictions, while they remain in place.

A LIFETIME OF OPPORTUNITIES FOR EVERYONE:

Our cross-cutting themes

We have identified four cross-cutting themes that will inform our work to deliver transformation in the borough and help us make the right decisions.

We need to deliver outcomes in the following areas to achieve a lifetime of opportunities for everyone in Enfield:

1 A modern council

2 Climate Action

3 Fairer Enfield

4 Early help



1 A modern council

Everybody who works for Enfield Council helps to make our vision for creating a lifetime of opportunities a reality. Our organisational values and individual behaviours will help us to become a modern council that is fit for the future and puts residents, communities and customers at the heart of everything we do. Underpinned by our Customer Experience strategy, achieving the best possible outcomes for local people is our top priority and we will support our workforce to deliver on this promise.

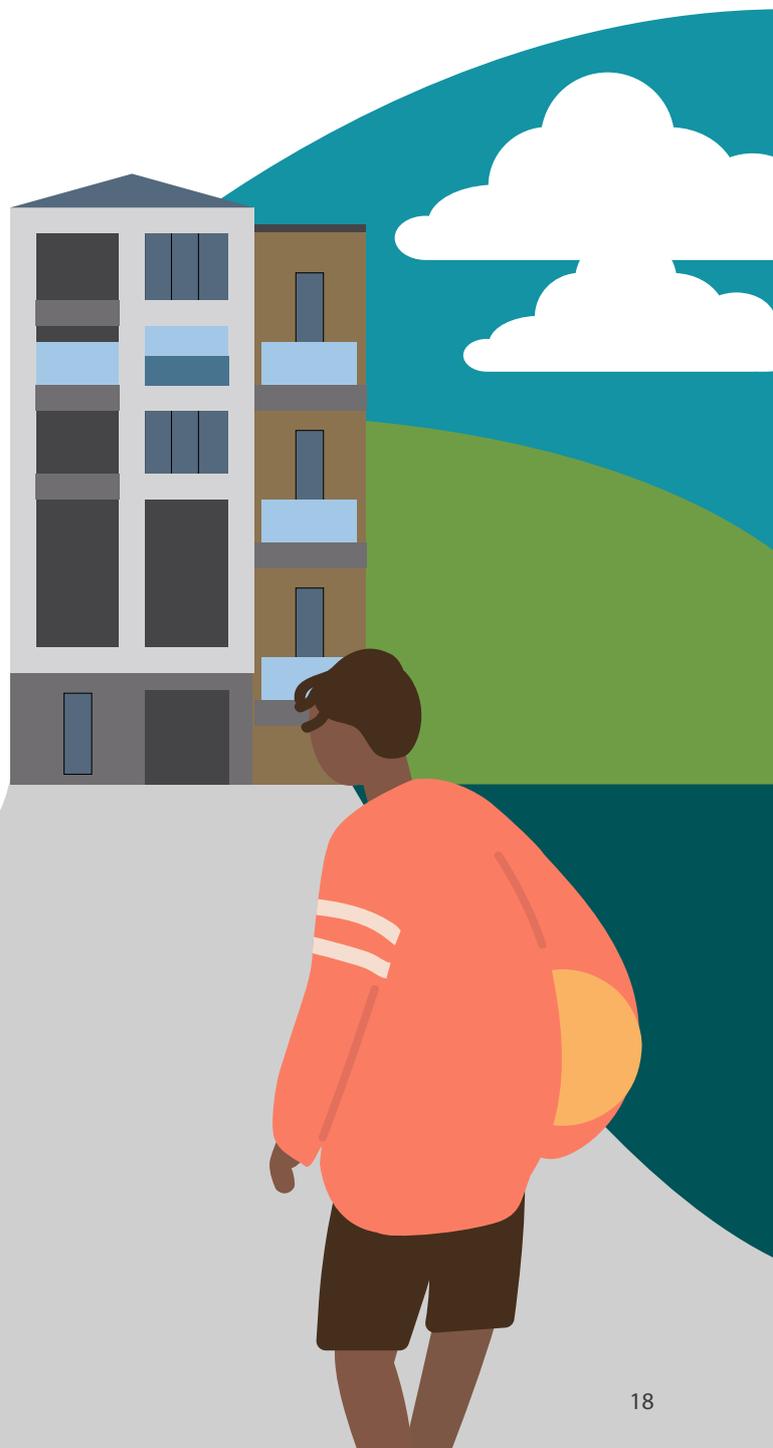
We are making changes within the organisation to support our workforce to be empowered, responsive and happy. We want every member of staff to share our organisational values and behaviours to help us deliver the best possible outcomes for everyone who lives, works or spends time in Enfield.

Our Values Be bold, make a difference, show you care.



To deliver on our values:

- We Take Responsibility
- We are Open, Honest and Respectful
- We Listen and Learn
- We Work Together to Find Solutions



Our achievements

**Top
10**

Enfield Council is in the top 10 most effective councils for adult social care, delivering great services and good value for money.

**OFSTED
GOOD**

In 2019, Ofsted rated our children's social care services 'good'.

**PAY
POINT**

We have launched a PayPoint system, where residents can pay their council tax and housing rent at their local retailer. This is not only more cost effective for the Council but is more convenient for our residents.

**NEW
CHILDRENS
PORTAL**

We have launched our Children's Portal, putting information, guidance and advice all in one place to support children and families and improve access to services.



We have brought our housing repairs service and cemetery service in-house, providing a better service, better value for money and providing employment opportunities for local people.



We have set up a schools website to facilitate simpler processes and a customer-focused, more commercial approach.



We have developed a ten-year capital and treasury strategy to make sure our financial decision making is sustainable.



We have introduced a live webchat facility to our website, and we hold 3,000 webchat conversations every month.



We have adapted quickly to the COVID-19 crisis, redeploying our staff to support residents, communities and businesses across Enfield and ramping up our home working capabilities so that we continue to deliver excellent services during the social distancing requirements.

Looking ahead

An empowered, responsive and happy workforce

We will:

- Enable managers to develop strong leadership skills and create an environment where staff can do their best.
- Inspire, protect and promote equality and diversity within our workforce and reduce the ethnicity pay gap.
- Tackle low pay and poverty by always paying our staff at least the London Living Wage; offering no zero-hour contracts; and by working with our suppliers and commissioned service providers so that they do the same.
- Deliver high quality services which benefit local people. This means our workforce directly delivering our services when we think this best meets residents' needs.
- Support our staff to adapt to new ways of working as a result of Covid-19 and social distancing restrictions, helping people to work safely and effectively wherever they are.

Accessible and efficient services

We will:

- Deliver our services from fewer and better equipped buildings that are energy efficient, well-maintained, supported with the right technology and in the right locations for the benefit of our communities.
- Our buildings will be welcoming, accessible and inclusive places where residents can access all the support they need in one place and where our staff feel happy to work.
- Invest in modern, user-friendly digital technology so that the first choice for residents is to use the phone and web to resolve simple queries and requests. This means our staff can spend more time on complex queries and with residents who might need extra support.
- Make sure all our buildings are accessible to all residents and for anyone with a disability and bring the right services together under one roof so that residents can easily access a network of services.

Financial resilience and good governance

We will:

- Target resources smartly and reinvest income wisely to deliver excellent value for money in all that we do.
- Make decisions which are timely, transparent, evidence-based and robustly scrutinised.
- Seek opportunities to generate income by proactively securing grant funding and developing an increasing commercial culture to support a resilient budget.
- Ensure that all decisions we make will help us to become carbon neutral; create good health for local people; safeguard children and vulnerable adults; enhance equality of opportunity and tackle discrimination and inequality.

Working in Partnership

We will:

- Collaborate with schools, the NHS, the Metropolitan Police and the Greater London Authority to join-up services and deliver the best possible outcomes for residents.
- Work with all local community and business partners to deliver our 'Enfield Stands Together' programme to ensure that everyone who needs help can get it.
- Inspire further community action beyond the Covid-19 pandemic to ensure the long-term well-being of our borough.
- Work in partnership with the private sector for the benefit of all Enfield residents and make sure our supply chain is robust and fit for purpose to support service delivery.
- Collaborate with our residents so they can meaningfully contribute to decision making and improve outcomes for communities across the borough.

2 Climate Action

We will work with our staff, suppliers, residents, businesses, schools, statutory partners and Government to become a carbon neutral organisation by 2030 and create a carbon neutral borough by 2040.

To achieve this, we have developed a plan for climate action in the following areas:

- The Council's operations
- Travel
- Buildings
- Waste
- Energy
- Natural landscape
- Influencing others.

The first area – the Council's operations – sets out how we will reduce the Council's own emissions to zero and we have set targets for how we will achieve this. It includes how we will reduce carbon emissions the Council creates from the operation of our own buildings (including our libraries, civic centre, other council buildings and our maintained schools); from the goods and services we purchase; and from how our staff commute to work and travel during the working day.

The remainder of the plan focuses on the actions we intend to take across the borough to reduce carbon emissions from all sectors, either through direct initiatives, using our statutory powers or by influencing behaviour. This includes tackling emissions produced from people travelling across the borough, from homes and businesses, and from how waste is produced, managed and disposed of. It also includes the plans we have for low carbon energy for Enfield and how we will look after the natural landscape across Enfield to capture carbon emissions and improve biodiversity.



3 Fairer Enfield

A Fairer Enfield is one where all residents, service users and Council staff are supported to fulfil their potential, are treated with respect and are actively involved in shaping the decisions that will affect their workplace and wider community.

The following four core values form the framework for a Fairer Enfield:

Equal Outcomes

A place where residents have the same opportunities regardless of their protected characteristics or socio-economic background. This not only requires the Council to treat all residents and staff equally, but also to accept the need to sometimes move beyond “equal treatment” towards providing extra support.

Dignity and Respect

A place where everyone is treated with dignity and respect. This means having due regard for a person’s feelings, wishes and rights. Negative behaviours such as discrimination, harassment and intimidation undermine people’s dignity.

Diversity

Diversity means appreciating the value of differences between individuals and groups. By celebrating the rich diversity, culture and heritage of our community we show respect to residents and our workforce. Promoting the benefits of a diverse community helps to break down barriers and negative attitudes and helps to promote social cohesion and good community relations.

Inclusion

To reduce inequality, every section of the local community must be included in decision making and be involved in community life. Every individual should be encouraged and supported to become an active member of their community, especially those who may face barriers to doing this.

Enfield Poverty and Inequality Commission

In 2019, we set up an independent commission to better understand the forces driving poverty and inequality in the borough. The commission, chaired by Baroness Tyler of Enfield, listened to the experiences of local people and examined local intelligence to identify 27 recommendations for the Council and our partners.

The Commission’s report was published in January 2020, providing a unique insight into how poverty and inequality affect the lives of many local people. We are committed to delivering on the recommendations so that we can begin to remove the barriers that prevent too many people in Enfield from reaching their full potential.

The report can be found on the Enfield Council website at: new.enfield.gov.uk/services/your-council/enfield-poverty-and-inequality-commission/

Looking ahead

We will:

- Deliver on the 27 recommendations made by the independent Enfield Poverty and Inequality Commission.
- Reduce inequality for disadvantaged groups by implementing specific and measurable equalities objectives, due to be published as part of our new Equality and Diversity Policy in autumn 2020.
- Continue to promote and embed equality of opportunity for all staff through our equalities staff groups - the Ethnic Minority Network; the Women into Leadership Board; Disability Working Group; and LGBT+ Staff Group.

4 Early Help

When problems are identified early on, it is much easier to solve them, residents have better outcomes and the cost to public services is less. This is why we are joining up services across the Council and with our partners to deliver a range of coordinated early help services. We are doing this so that we can identify early the different challenges local people are facing and help them to solve these issues before things get worse. This is sometimes referred to as taking a 'prevention-based' approach.

The help, support and information needed will differ in each individual case. A family may be facing multiple challenges – for example, they may be struggling to pay their rent and other household bills after losing a job; dealing with parenting challenges; and experiencing stress and anxiety. By finding out about the whole situation that the family is in, understanding the root causes of the issues and working with them to identify their solutions in a way that they find supportive, we can help them to:

- increase their income through claiming the right benefits;
- keep their home by negotiating a rent arrears repayment plan with their landlord;
- put in place new boundaries and routines with their children through one to one family support;
- connect into things going on in their local community including clubs, activities and resources in their local library;
- develop the skills needed to access new employment opportunities.

We will deliver early help and prevention services within community hubs, bringing services together so that people are supported to resolve their problems.

We will provide effective early help or 'prevention' based services both online, for those who can access help this way, and also from welcoming, accessible and inclusive buildings in the right parts of the borough for people who need them. We want to provide the support that people need to build on their strengths and become more resilient, and help people access all the help and support they need. We will deliver this support and information in partnership with local people; voluntary and community sector organisations; and other statutory partners - helping communities to help one another.



Supporting our Communities during Covid-19

The Covid-19 outbreak has had a huge impact on our communities. We have acted decisively and in partnership with our key community groups to support residents and business during this incredibly challenging time.

Recognising the urgency and scale of the challenge as the crisis escalated in the spring, our staff and partners in the community took on new and demanding roles. As a result, our community response programme, "Enfield Stands Together" was established quickly, identifying and meeting demand from local people and businesses for critical assistance.

Our response to the Covid-19 outbreak as of June 2020:



90 schools kept open with 785 key workers and vulnerable families supported



12,118 calls taken by Enfield Stands Together helpline



7,061 medication collections and deliveries to vulnerable residents



1,200+ volunteers supported and coordinated



400+ staff redeployed to support response effort



24,460 food parcels and essential items delivered to residents



100% of essential services delivered



2,136 visits to our digital library services webpages

Covid-19 recovery

Protecting people in the borough from contracting Covid-19; helping our communities and businesses recover from its impact; and continuing to deliver services while social distancing restrictions are eased are central to our planning for the next two years.

While all priorities in this plan will help local people and local organisations to adapt and recover, there are some which we expect to particularly help the borough to get back on its feet in the wake of the Covid-19 outbreak.

Enfield Council as an ally - supporting our residents through hard times

- Mitigate the disproportionate impact of Covid-19 amongst groups identified to be at a higher risk by delivering targeted engagement, outreach and intervention to support communities and minimise risk of exposure.
- Improve access to benefit and debt advice for residents on the lowest incomes and implement a new Housing Advisory Service to prevent homelessness.
- Enhance skills to connect local people to opportunities.
- Create healthy streets, parks and community spaces.

Enfield Council as a community catalyst - unlocking our community capacity

- Establish a lasting legacy from our 'Enfield Stands Together' Programme, to enable communities to help and support one another into the longer term.
- Celebrate the community spirit of Enfield and rebuild community connections through cultural and community activities close to home, adhering to social distancing restrictions, while they remain in place.
- Establish our flagship libraries as community hubs, helping to achieve the best possible outcomes for local people at every stage of their lives.

Enfield Council as a business partner – working with business to rebuild the Enfield economy

- Work with local businesses to understand the challenges they face as a result of the Covid-19 crisis and support them to survive and ultimately prosper as part of Enfield's dynamic local economy.
- Transform our industrial areas so they become an integral part of London's future sustainable growth and provide more high-quality and low carbon career opportunities for our residents.
- Enhance the vitality and diversity of our town centres so that they are inclusive, attractive and safe places for residents and visitors of all ages.

Enfield Council as a strong operation – a modern council supporting change and recovery

- Support our staff to adapt to new ways of working as a result of Covid-19 and social distancing restrictions, helping people to work safely and effectively wherever they are.
- Deliver our services from fewer and better equipped buildings that are energy efficient, well-maintained, supported with the right technology and in the right locations, for the benefit of our communities. Our buildings will be welcoming, accessible and inclusive places, where residents can access all the support they need in one place, and where our staff feel happy to work.
- Invest in modern, user-friendly digital technology so that the first choice for residents is to use the phone and web to resolve simple queries and requests. This means our staff can spend more time on complex queries and with residents who might need extra support.

Thank you for reading our Council Plan.

We've got big ambitions to deliver a lifetime of opportunities for everyone in Enfield and we also have a plan to make this happen. We will be open and honest with you about how we are making our ambitions a reality through a published annual report and regular updates on our website.

If you would like to find out more about our plans and services, how we're doing and how to get involved, please visit our website:

<https://new.enfield.gov.uk/services/your-council/our-vision-aims-and-values/>

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