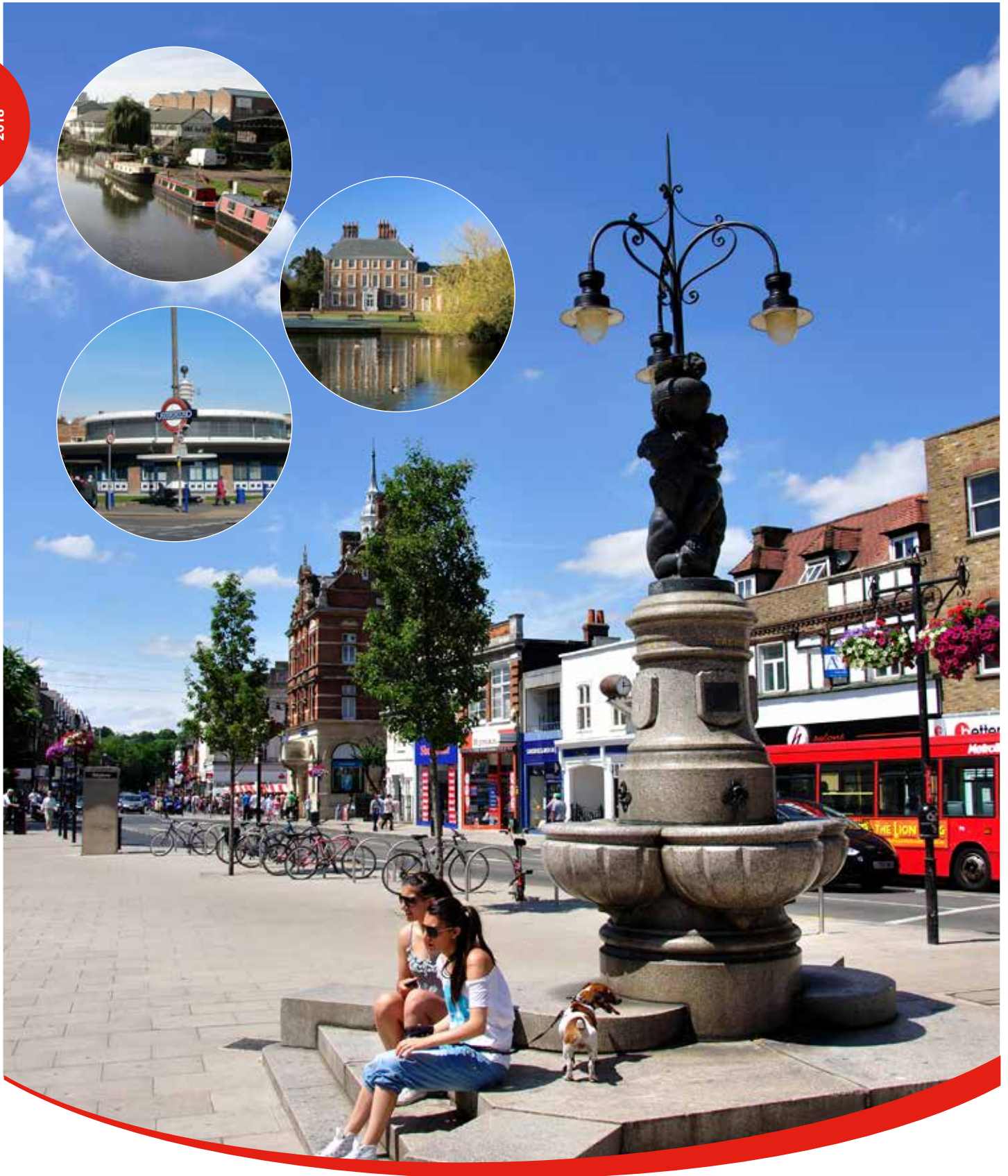


Creating a lifetime of opportunities in Enfield

Enfield Corporate Plan 2018-2022

2018



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FOREWORD



Councillor Nesil Caliskan
Leader of Enfield Council
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I am honoured to have been elected as Leader of Enfield Council and look forward to building on the achievements that have been made in recent years, working together with my colleagues and the wider community to make Enfield a better place for everyone.

Enfield has many strengths and is full of potential, we have a young and growing population; an emerging and strengthening business sector; an ambitious regeneration and housebuilding programme; and an attractive natural environment with over 100 parks. Sustained by committed council staff and effective partnership working, this progress has been made in spite of continuing austerity and ongoing reductions in local government funding.

In this new plan, we set out Enfield Council's vision, aims and priorities for the next four years. The Council will continue to play a full part in supporting our Borough to move ahead. By prioritising our objectives, continuing to manage our resources effectively and exploring new and innovative ways of providing services, we will deliver real improvements to the lives and wellbeing of our residents. Over the next four years we will continue with our regeneration programme and seek new ways to accelerate our affordable housing provision and council homes to create vibrant new communities.

We want to make Enfield a place where people feel safe in their homes and when they are out and about in the Borough. We will work with the Mayor of London, the Police and other partners to deliver initiatives that increase feelings of security, tackle crime, and develop community resilience. The Council will play its part in supporting young people and help to engage them in positive activities.

Running through everything the Council is going to do is a commitment to reducing the inequality experienced by people across the Borough. We will protect our most vulnerable residents and work to improve the health, education and skill levels to enable everyone to fulfil their potential.

The Council, in common with all local government, has changed significantly in recent years and this transformation will carry on. We will regularly review our role, our services and the ways they are delivered in response to the challenges we face. What will not change is our commitment to having the best interests of Enfield's residents at the heart of everything we do.

EXECUTIVE SUMMARY

Corporate Plan Framework – Creating a lifetime of opportunities in Enfield

THE PEOPLE AND THE PLACE

Delivering for everyone in Enfield over the next four years:



Good homes in well-connected neighbourhoods

- Continue our pioneering approach to regeneration to create thriving, affordable neighbourhoods and places.
- Increase the supply of affordable, quality housing options for ownership, social rent and private rent.
- Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development.
- Create an enterprising environment for businesses to prosper with world-class digital infrastructure and access to the right skills and networks.



Sustain strong and healthy communities

- Protect those most in need by continuing to deliver the services and safeguarding measures they rely on.
- Work smartly with our partners and other service providers so that as many people as possible are able to live independent and full lives.
- Build measures into all our strategies and projects that will help improve public health and people's wellbeing.
- Work with partners to make Enfield a safer place by tackling all types of crime and anti-social behaviour; and protecting the local urban and green environment.



Build our local economy to create a thriving place

- Work with local businesses and partners to develop a strong and competitive local economy and vibrant town centres that benefit all residents.
- Support residents to take more responsibility and play a greater role in developing active and safe communities.
- Enable people to reach their potential through access to high quality schools and learning; and create more opportunities for training and employment.
- Embrace our diversity, culture and heritage and work on reducing inequalities to make Enfield a place for people to enjoy from childhood to old age.

OUR GUIDING PRINCIPLES

We will:



Communicate with you

- Be responsive, effective and consistent in our communications with residents.
- Listen carefully to what our residents need and use this information to improve our services.
- Promote Enfield widely to ensure that the Borough receives the maximum benefit from national, regional and sub-regional programmes.



Work with you

- Be honest about what we can deliver and provide advice when we are not able to.
- Engage with residents to measure and evaluate our services.
- Collaborate across the Borough and beyond to develop new ways of working.
- Value the workforce across the Borough and enable them to deliver services effectively and efficiently.



Work smartly for you

- Manage resources smartly and reinvest income wisely to deliver excellent value for money.
- Develop new partnerships across the public, private, voluntary and community sectors to deliver better outcomes for residents.
- Increase access to digital services and transactions and make better use of data to understand the needs of our residents.

ABOUT ENFIELD

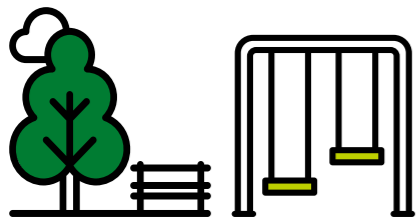
Making the most of Enfield's potential

cześć হ্যালো
MERHABA
 Përshëndetje
 Is ka warran



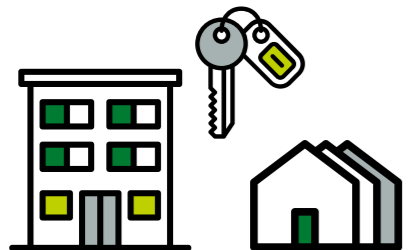
Communities

- 5th highest population in London with 332,127 residents
- 23% of population under 16 (London average 20.5%)
- 13% of population 65 and over (London average 11.5%)
- 35% of residents born overseas
- 178 languages or dialects spoken including Turkish, Somali, Polish, Bengali, Albanian and Greek
- 12th most deprived borough in London
- 10 out of 21 wards among the 20% most deprived in England
- 22% of children under 20 live in low income households



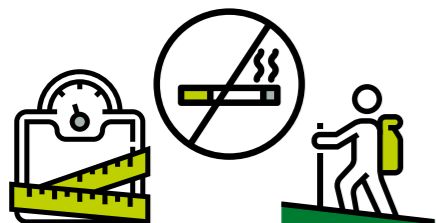
Environment

- London's most northerly borough
- Covers 31.7 square miles
- 40% of Borough designated as Green Belt
- 130 parks and open spaces
- 113 play areas for children (including housing sites)



Housing

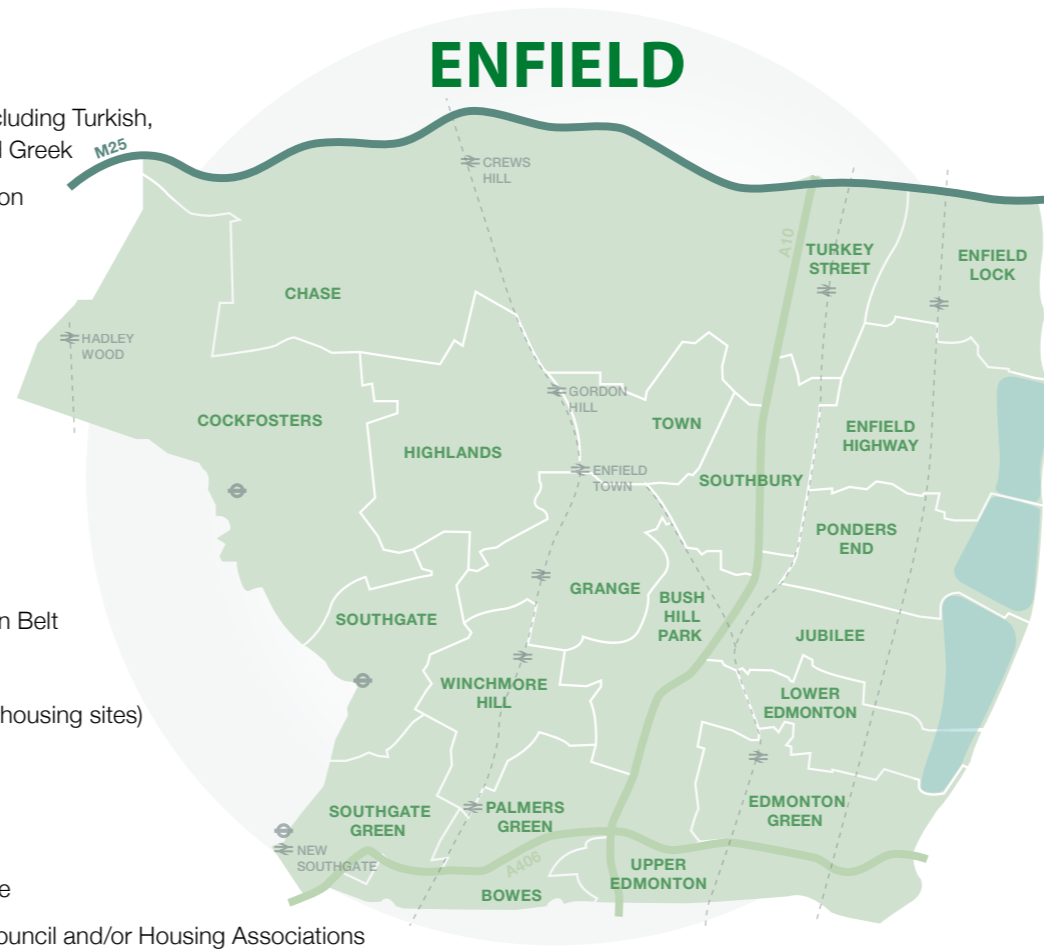
- 59% of residents own their own home
- 17% of homes are rented from the Council and/or Housing Associations
- 9th cheapest borough in London to rent
- 1,900 homes a year needed to keep up with projected population growth



Health

- Gap between life expectancy and healthy life expectancy still wide – 15 years for men and 20 years for women living in poor health.
- 61% of adults overweight or obese
- 42% of children overweight or obese by 10/11 years old
- Smoking rates in the young Turkish population are 28% higher than the Enfield average (13%)

Source: Various sources from Enfield Council.



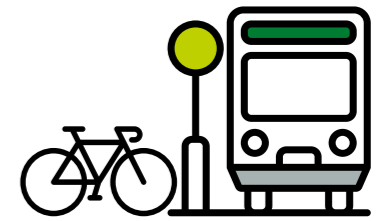
Education

- 58,000 children in education
- Soil Association 'Silver Food for Life' award recognising the quality and healthiness of school meals
- 21% of pupils achieve AAB or better at A-Level
- 97% of schools rated good or outstanding by Ofsted



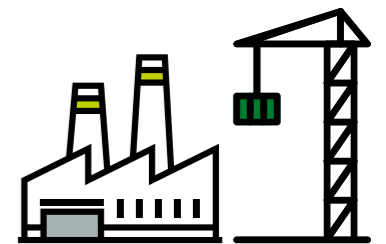
Transport

- 4 Underground stations on the Piccadilly line with 15.2m entries and exits per year
- 18 railway stations with a total of 21m entries and exits per year
- 41 day bus routes, 7 school-day only services and 6 night bus routes
- 80% of car trips in Enfield are of cycle-able length



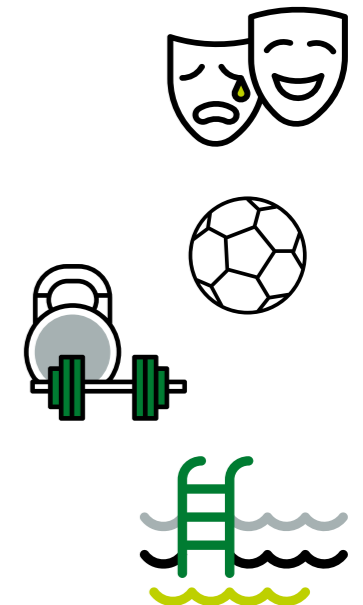
Economy

- 69% of working age residents employed
- 15% health, human and social care activity jobs (London average 10%)
- 5.5% construction jobs (London average 3.5%)
- 5% manufacturing jobs (London average 2%)
- 92.6% of companies in Enfield are 'micro' businesses with 0-9 employees



Heritage and Culture

- 3 theatres – Dugdale, Chickenshed and Millfield
- 17 libraries
- Museum of Enfield in Dugdale Centre
- 479 listed buildings
- Forty Hall Grade I listed Jacobean Mansion House includes museum and extensive grounds
- 22 conservation areas
- 5 registered parks and gardens
- Tottenham Hotspur FC training complex located in north east Enfield
- Queen Elizabeth II Stadium hosts home matches of Enfield Town FC, along with other events
- Lee Valley Athletics Centre accessible for community and athlete use
- 4 leisure centres, pool and bowls hall



THE PEOPLE AND THE PLACE

Good homes in well-connected neighbourhoods

We will:

Deliver regeneration to create thriving, affordable neighbourhoods and places by:

- Maximising development opportunities around well-connected transport locations.
- Ensuring that health needs are built into housing, infrastructure and service design to improve wellbeing and encourage active lifestyles.
- Delivering initiatives to improve standards in the private rented sector and tackle rogue landlords.
- Working with local authorities across the Local London sub-region to promote long-term growth which benefits everyone.

Increase the supply of affordable housing including ownership, private rent, council housing and other social rent by:

- Delivering planned housing renewal and estate regeneration programmes.
- Reducing reliance on temporary accommodation by offering a range of housing options including for those on lower incomes.

- Working with the public and private sector to deliver decent, safe housing that meets residents' needs.
- Developing high quality supported accommodation for older people, people with learning and/or physical disabilities, and mental health issues to promote independent living.

Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development by:

- Reducing congestion, improving air quality and encouraging people to walk and cycle through the continued implementation of Cycle Enfield and associated active travel programmes.
- Promoting the early delivery of four-tracking of the West Anglia Mainline to increase rail capacity and prepare for Crossrail 2.
- Contributing to the Crossrail 2 business case and campaigning for the release of Strategic Industrial Land (SIL) to secure sites for housing.
- Working with central government, the GLA and other partners to develop infrastructure that will help to deliver significant economic growth, new homes and health-promoting environments.

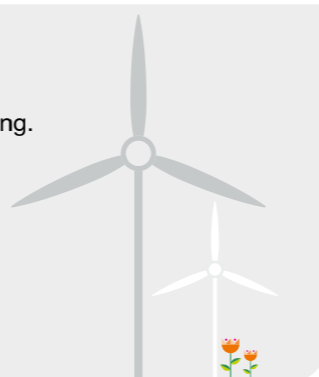
Create an enterprising environment for businesses to prosper with world-class digital infrastructure and access to the right skills and networks by:

- Creating places to live, work and enjoy, and boosting the night-time economy by encouraging communities, businesses and developers to invest in vibrant and attractive town centres.
- Working with the private sector to drive economic development and help new and innovative businesses to settle in Enfield – with a special focus on Meridian Water.
- Creating high-skilled and better paid jobs and opportunities, and ensuring residents have the skills to access the job market at all levels.
- Investing in excellent IT and digital infrastructure including full fibre connectivity that benefits both businesses and residents.

INNOVATION HUB FOR BUSINESSES

As London's second largest industrial location and manufacturing employment corridor, Enfield is already a powerhouse in food and drink, logistics, construction and manufacturing.

Now the Borough has the opportunity to become an innovative and collaborative environment for creative, green, digital and low carbon technologies. Estates such as Brimsdown Business Estate and Montagu Industrial Estate are being transformed into state-of-the-art spaces for exciting businesses such as the Camden Town Brewery, which has opened its second brewery in Enfield.



CASE STUDY



PIONEERING REGENERATION Creating thriving and sustainable communities

We will deliver much needed new homes and jobs across the Borough as part of several large-scale regeneration schemes.

The £6bn Meridian Water development will provide 10,000 homes and thousands of jobs over its 20-year programme, as well as Meridian Works – a workshop for makers and artists.

A brand new rail station at Willoughby Lane will also be delivered, due to be completed in 2019.

By 2026, over 1,000 new homes will be built at Ponders End. Of these, 167 homes will be delivered as part of the £40m Electric Quarter redevelopment, which will also include shops, community space, a

replacement library and public realm improvements.

The Alma Estate is over 50 years' old and in need of modernisation. Supported and designed by residents of the estate, the £150m redevelopment will deliver 993 new homes, jobs, shops, a host of community facilities and green spaces and public realm improvements.

The development will take 10 years to complete.

CASE STUDY



CYCLING IN ENFIELD Investing in safe, active travel

80% of car trips in Enfield are of cycle-able length yet less than 1% of total journeys are made by bike – meaning the Borough has one of the lowest cycling rates in London.

When asked what would encourage residents to cycle more, their number one response was safer cycle routes.

We are transforming the Borough by creating over 40km of safe and secure cycle routes to better connect our high streets and town centres and the amenities they offer.

Public realm improvements will benefit the whole community whilst cycle routes will offer a convenient, healthy and environmentally friendly travel option.

There is also a full programme of activities including cycle training, bicycle maintenance workshops, community bike markets and guided bike rides to encourage people to get on their bike. The project is being delivered in phases, with a series of major projects across the Borough complete by 2021. Once this initial network is in place, our ambition is to generate a five-fold increase in cycling levels, enabling approximately 25,000 daily journeys by bicycle.

THE PEOPLE AND THE PLACE

Sustain strong and healthy communities

We will:

Protect those most in need by continuing to deliver the services and safeguarding measures they rely on by:

- Collaborating with mental health services to ensure the most vulnerable are able to access services when they need them.
- Continuing to deliver a range of initiatives that help to prevent or reduce homelessness.
- Working with the Police and other partners to make Enfield a safer place to live, work and study whilst ensuring a robust response to crime.
- Prioritising vulnerable children, young people and families, and engaging with communities on decision making so that services can be targeted where they are most needed.
- Engaging with adults at risk of abuse or neglect to ensure they receive the personalised support they need to live happy, fulfilled lives.

Work smartly with our partners and other service providers so that as many people as possible are able to live independent and full lives by:

- Working with other public sector organisations, housing associations and the Citizens Advice Bureau, and with the voluntary sector to ensure services that residents need are delivered as efficiently and effectively as possible.
- Developing prevention and early intervention measures to promote independent living and wellbeing.
- Engaging with our health and voluntary sector partners to ensure people with mental health problems, learning and/or physical disabilities, and older people can access health and social services and lead independent lives for as long as possible.

- Improving services for young people, including young offenders to reduce youth crime, improve health and wellbeing, increase active participation in education, employment and training, and build confidence.

Build measures into all our strategies and projects that help improve people's health by:

- Ensuring that improving the public's health is a priority and that addressing long-term public health challenges such as obesity remain high on the agenda despite continuing financial challenges.
- Delivering a 'Health in all Policies' approach that gives due-consideration to health in decision-making across all policy and service areas.
- Involving partners, residents and the voluntary sector in the development and delivery of projects to tackle health challenges and encourage behaviour change.
- Working directly with care leavers to improve access to and engagement with adult mental health support services.

Work with partners to protect the local urban and green environment and make Enfield a safer place through tackling all types of crime and anti-social behaviour by:

- Reducing our carbon footprint and improving air quality by investing in renewable energy and recycling.
- Maintaining and improving our parks and green spaces, and keeping our streets and public spaces clean, safe and tidy.
- Enhancing our very successful leisure centres and promoting a range of physical activities for people of all ages.
- Continuing to develop work with our partners and communities to tackle crime, with a particular focus on serious youth violence.



HEALTH IN ALL POLICIES (HIAP)

Making health a priority in decision making

Long-term conditions such as diabetes, arthritis and heart failure, which can be managed but not cured, account for 70% of the NHS budget. However, over 50% of these could be avoided through changes to people's lifestyles.

Health in All Policies (HIAP) is an approach that seeks to ensure that the Council is doing all it can to create and improve people's physical and social environments, as well as making the best use of our existing community facilities so that residents feel empowered to mutually support each other to improve their lifestyles and reach their full potential.

HIAP seeks to make 'the healthy choice the easy choice'. This will mean that people will walk and cycle because their streets are safe and pleasant; children will eat more healthily because they have better access to fruit and vegetables; and tobacco consumption will become increasingly abnormal.

Our ultimate goal is for residents to be healthier and less dependent on the NHS and social care services.

CASE STUDY



SAFER ESTATES POLICING TEAMS

Making Enfield a safer place to live

Since 2016, the Safer Estates Policing Teams have been patrolling five priority council estates in the Borough – The Shires, Ayley Croft,

Joyce Avenue and Snells Park, and Moree Way and Lytchet.

The teams have been working closely with the Council's Community Safety Unit, sharing information and resources and making environmental improvements such as putting up fencing to protect residents from crime. To date, they have made 571 arrests for a wide range of suspected offences including murder, road traffic offences, drug possession and supply, and possession of a weapon.

The teams have also been tackling the problem of prostitution – their efforts resulting in a reduction in

crime and anti-social behavior, as well as fewer reports of robbery, assault and sexual offences.

Other initiatives led by the Council's Community Safety Unit that are contributing to the safety of those living, working and studying in the Borough, include a campaign to tackle violence against women, issuing Criminal Behaviour Orders against anti-social behavior, providing safety visits to previous offenders, delivering engagement activities for young people, and the installation of CCTV.

SAFEGUARDING

The protection of vulnerable people in our community is a top priority for the Council. We work with our partners, including the Police and those at risk of harm so that people are:

- Safe and able to protect themselves from abuse and neglect.
- Treated fairly and with dignity and respect.
- Protected when they need to be.

Last year, we received over 7,000 contacts to our Multi-Agency Safeguarding Hub and just over 1,200 of those went on for further investigation. This year, we are developing a plan across the Council to tackle the growing problem of modern slavery and human trafficking.

ADULT SOCIAL CARE

Adult Social Care works with around 10,000 people a year across a range of partnerships, including Health and the Voluntary Sector. We continue to prioritise front line services by:

- Working with more people earlier to help them maintain or regain independent living skills.
- Reducing the number of people admitted to hospital for avoidable reasons.
- Making sure that people do not stay in hospital any longer than they need to.
- Giving people more choice and control over the services they need.

Our priority for the year ahead is to secure the right kind of accommodation for people across a range of needs.



THE PEOPLE AND THE PLACE

Build our local economy to create a thriving place

Work with local businesses and partners to develop a strong and competitive local economy and vibrant town centres that benefit all residents by:

- Providing support to retain and develop existing businesses in Enfield while helping those who are considering relocating to the area.
- Promoting the London Living Wage through procurement and engagement with businesses and effective employment practices.
- Delivering initiatives to enable our high streets and town centres to thrive and attract people to live, work and visit.

Support residents to take more responsibility and play a greater role in developing active communities by:

- Collaborating with residents and businesses to expand the part they play in looking after their communities.
- Producing and providing social care services, working collaboratively with local communities to tackle loneliness and reduce dependency for those with support needs.
- Involving a wide range of residents and young people in supporting and delivering our early intervention programme for children and families, and a varied, attractive range of youth activities across the Borough.
- Encouraging greater use of libraries as facilities to support community participation and volunteering; job clubs and information and advice; learning environments for all ages and abilities; and micro-business development.

Enable people to reach their potential through access to high quality schools and learning; and create more opportunities for training and employment by:

- Ensuring that educational attainment is above the national average with an aspiration to be in the top 20% of local authority areas nationally.
- Making sure every child has a school place and continuing to improve the school estate to provide a fit-for-purpose educational environment.
- Continuing with the planned expansion of provision for pupils with special educational needs and disability (SEND) and developing internship and employment opportunities for young people and adults with learning disabilities and mental health issues.
- Making better use of employment agencies and organisations offering support for work readiness and job seeking.

Embrace our diversity, culture and heritage and work on reducing inequalities to make Enfield a place for people to enjoy from childhood to old age by:

- Providing strong local leadership to increase positive interaction, address issues and build resilience within local communities.
- Promoting the Borough's achievements to local, sub-regional and national organisations across the public and private sectors.
- Embracing Enfield's market town setting and ensuring our high streets and town centres thrive and attract people to live, work and visit.
- Providing opportunities for all communities to meet and enjoy a wide range of cultural events and activities which celebrate the Borough's diversity.



A RICH HISTORY AND CULTURE

Enfield can trace its roots as far back as the Roman times in the early 1st Century. The Borough had grown into an important business hub by the 14th Century, and a favourite royal hunting ground by the 16th Century. It was during the 18th and 19th Centuries, Enfield made a significant contribution towards industry and science, with the construction of the Royal Small Arms Factory and the manufacturing of light bulbs and radio valves.

Following the slow decline of manufacturing, the Enfield of today has transformed itself into a creative and innovative borough, with an abundance of cultural offerings and historical sites for residents and visitors to enjoy. The Dugdale Arts Centre and Millfield Theatre offer a wide range of plays and music to choose from. In addition, there is an annual programme of festivals, fairs, sporting events and independent film screenings across the Borough. Forty Hall, built in 1632 on the former grounds of Henry VIII's Elysing Palace, is one of a number of historical sites which are a must see for visitors.

CASE STUDY



SCHOOLS EXPANSION PROGRAMME

Providing a fit-for-purpose educational environment

We are continuously working to meet the demand for new primary and secondary school places in the Borough, which is currently expected to peak in 2022/23. This includes increasing the capacity within special schools and the provision of education for some of the most acute special needs.

In January 2018, we opened a £10.7m new school called

Orchardside, which provides facilities for secondary school children requiring short-term support before they return to mainstream education. The new building replaces the outdated facilities housed in the school's previous buildings and provides areas for specialist and general teaching and extensive outdoor space for PE and recreation. It is also being used out of hours as a flexible space for the community.

In addition, we are developing the former Minchenden School site to provide Key Stage 4 & 5 education for 126 pupils with Autism. The £11m refurbished buildings will provide the school with specialist and general teaching spaces; separate non-teaching areas and ancillary spaces; a separate dining hall; and play areas and landscaped surroundings. Southgate College, which is situated opposite the school, will provide valuable opportunities for joint working and an easier transition to higher learning for pupils.

CASE STUDY



LIBRARIES

Supporting community participation

Enfield has four flagship libraries that can be found at Edmonton Green, Enfield Town, the Ordnance Unit Centre and Palmers Green,

and along with the community, libraries are spread across the Borough. Together, they provide a wide range of library and council services alongside community activities.

Our libraries continually develop new ways of working so that we can provide a range of library services, whilst supporting initiatives that deliver health and employment outcomes, volunteering opportunities, learning and education, and access to IT and information for our residents; bringing together council services, external partners and communities to support participation, cohesion and growth.

TACKLING INEQUALITY

The Council will be working over the next four years to reduce the inequality that local people experience on a daily basis. Low income is a major issue that makes it more likely that households will be claiming benefits. It also has a negative effect on people's ability to find affordable housing. This inequality is highlighted by the fact that the median income in Enfield's wealthiest ward was more than twice the income in Enfield's poorest ward (a difference of more than £25,000).

Moreover, 35,000 Enfield residents are earning an hourly rate below the London Living Wage, with 22% of children now living in low income households. People from Pakistani, Bangladeshi, mixed, black and other ethnic groups are most likely to be working in low pay jobs. Additionally, disabled people are less likely to be in work than able-bodied people and are more likely to be in low paid work. Debt is also a major issue, with residents in one area of Enfield collectively amassing over £247m in outstanding unsecured personal loans, which roughly equates to £2,000 per household in Enfield.

Our focus will be on increasing the amount of affordable accommodation for local residents; encouraging businesses to move to the Borough and employ local people; enabling people to reach their potential by providing high quality schools and more training opportunities; and reducing health inequalities and improving wellbeing.



OUR GUIDING PRINCIPLES

Communicate with you

We will:

Be responsive, effective and consistent in our communications with residents by:

- Providing residents with regular communications on all council activities as well as giving them greater control over the content and frequency of updates and their preferred communications channels.
- Integrating the approach for emails, digital marketing campaigns and social media engagement whilst maintaining more traditional communications for those not able to access online channels.

Listen carefully to what our residents need and use this information to improve our services by:

- Implementing our Customer Experience Strategy to ensure that residents' interactions with the Council are positive and address their needs.
- Developing a range of ways for residents to provide feedback and ideas to develop and improve services.

Promote Enfield widely to ensure that the Borough receives the maximum benefit from national, regional and sub-regional programmes by:

- Developing an overarching narrative for use across campaigns to inform key stakeholders of the benefits of working with and investing in Enfield.
- Engaging in national, regional and sub-regional programmes to enhance Enfield's reputation across London and beyond.
- Playing an active role in Local London and ensuring that Enfield benefits from increased devolution of decision-making powers and resources.



CUSTOMER EXPERIENCE STRATEGY

Delivering a positive experience to customers

Delivering services to residents and businesses, enabling people to report and request services, dealing with enquiries and enabling people to access information – are core to the business of the Council.

That's why we are developing a Customer Experience Strategy to support our aim of delivering a consistently positive experience to all our customers by 2021.

The strategy will include a promise to be friendly and helpful, clear and concise, and to act with honesty and respect.

We have already started testing our new approach and will continue to review progress to 2021 and beyond.

There are currently six programmes within the Customer Experience Strategy:

1. Learning, development and cultural change – investing in staff across frontline services to ensure that they have the skills and support they need to deliver the customer promise.
2. Customer journey improvement – process and service re-design work, using what customers experience and need as our guide, starting with three journeys: planning enquiries, housing repairs, and recruitment and induction.
3. Customer insight and performance management – making sure staff and managers have the data we need to make effective decisions and target resources appropriately.
4. Demand management – finding and fixing the errors that lead to high customer contact levels, as well as developing ways we can enable greater self-help and self-service.
5. Enhancing the digital offer for the customer – improving the website and the Enfield Connected account within it, so that customers get reliable information and resolution of service requests.
6. Face to face access centres – making council and partner services more accessible through libraries.

LOCAL LONDON

Our work with Local London – a partnership with seven other London boroughs making the case to government for further powers and funding – has secured long-term benefits to improve the health, wellbeing and job prospects of our residents through new sub-regional programmes.

The national Work and Health Programme is now being delivered by Local London, providing better and more targeted support for local residents with health and disability challenges, who are trapped in long-term unemployment, through £39.5m of government funding.

From next year, the Government's adult education budget will be devolved to the Mayor of London, with Local London expected to play a major role in improving the educational and career prospects of young adults in Enfield and the wider sub-region.



OUR GUIDING PRINCIPLES

Work with you

We will:

Be open and transparent about what we are able to deliver by:

- Ensuring our services continue to be effective, focused on customer need and deliver the required outcomes as simply as possible.
- Developing a clear service offer to manage residents' expectations and advising them of alternative solutions where the Council is not able to provide a specific service.
- Improving communications and collaboration with the public, private and voluntary and community sectors to provide accurate and up-to-date signposting and advice.

Engage with residents to measure and evaluate our services by:

- Engaging with parents, carers and other users to co-produce future service developments across Adult and Children's Services.
- Delivering comprehensive consultation programmes on services and taking action to address issues where required.
- Involving residents in the development of our customer service programmes.

Collaborate across the Borough and beyond to develop new ways of working by:

- Encouraging local businesses to engage with the Council on projects that will benefit the Borough and its residents.
- Working with partners to ensure services are simple to understand and easy to access.

- Developing innovative approaches to generating income and reducing costs to maximise our investment in front-line services.

Value the workforce across the Borough and enable them to deliver services effectively and efficiently by:

- Developing a workforce strategy for 2018-21 that will identify the key challenges the Council faces and set out actions to ensure we are able to recruit, retain and motivate the right people with the right skills and behaviours, doing the right things.
- Using the evidence from the Cultural Audit to ensure that the Council has a greater focus on the customer, improves staff engagement and influence, makes better use of rewards and develops a fair and effective appraisal system.
- Providing staff with the most appropriate IT equipment and software and a new digital workspace to make managing work easier, whilst supporting improved internal communication and working practices.



Driving Efficiency Through Technology Award Winner



NEW WAYS OF WORKING

Like many other local authorities in the UK, we are facing unprecedented and continued pressure on our finances, which has forced us to act more commercially to ensure we keep delivering the services our residents need and deserve.

That's why we have invested £124m in Housing Gateway, a local property company which has bought and refurbished more than 500 properties in Enfield, to help more than 3,000 households living in temporary accommodation, to find permanent homes they can genuinely afford to live in – saving the Council more than £4.3m to date.

We have also set up Independence and Well Being Enfield, a private company launched in 2016, which delivers high quality services, encouraging elderly residents and those with disabilities to live independently, while also generating revenue for the Council by offering these services to other organisations in the Borough.

OUR GUIDING PRINCIPLES

Work smartly for you

We will:

Target resources smartly and reinvest income wisely to deliver excellent value for money and reduce inequality by:

- Continuing to make best use of all available financial resources and balance risks and opportunities.
- Ensuring effective governance is in place to support the efficient and smart delivery of our services.
- Maximising the procurement of services and assets to support local businesses and residents wherever possible.

Develop new partnerships across the public, private, voluntary and community sectors to deliver better outcomes for residents by:

- Implementing a regional adoption agency and new safeguarding arrangements in line with new government legislation.
- Working closely with the voluntary and community sectors to support sustainable service provision, focus financial support on where it is needed most, encourage co-production of activities, and integrate voluntary and community activity into the Council's strategic objectives.

Increase access to digital services and transactions and make better use of data to understand the needs of our residents by:

- Investing in core IT infrastructure and enhancing the rationalisation, integration and consolidation of business solutions to support effective services for staff, residents and customers.
- Exploring the use of software innovations to automate non-complex processes.
- Developing our growing reputation as a digital council by using technology where sensible to improve the customer experience and reduce costs.



DIGITAL ENFIELD

Providing digital infrastructure to connect people

We want to establish a world class digital infrastructure in Enfield that benefits everyone – to provide fast, reliable and future-proofed digital connectivity for the future well-being of our residents, businesses and public services.

That's why we are developing a Digital Enfield Strategy to help us embed a digital approach to all policies in order to support the needs of residents, employers and partners by improving digital skills; connecting people to employment pathways; and providing infrastructure and connectivity to attract new businesses to Enfield. Progress will be reviewed in 2020.



CULTURAL AUDIT

Changing the way we work

Over recent years – in response to the continued pressure on our finances and increasing demand from residents – the Council has had to transform the way it operates and delivers services. However, it was felt that the culture of the organisation and the way staff worked had not kept pace with these changes. A recent staff survey showed that there was general agreement that people wanted to work in an organisation where they felt empowered to make decisions, be innovative, open and honest, felt supported, and would work together to resolve problems. Staff felt that at present these behaviours were not being actively encouraged.

60% of our staff live in the Borough. They are vital to delivering a good customer experience and therefore, we are developing a culture change programme to transform the way we work. Staff at all levels are involved in designing initiatives that will enable people to work in a way that encourages new ideas, improves the way services are run, delivers a better experience for customers, keeps staff happy and motivated, and rewards hard work.

DELIVERING DIFFERENTLY



£6bn

value of Meridian Water, delivering 10,000 new homes and thousands of new jobs for the Borough

Aspiration to be in top 20%

local authority areas nationally for educational attainment

More than £4.3m

saved in temporary accommodation costs through 500 properties purchased by Housing Gateway

£290,000

saved per year by investing in more energy efficient office buildings

Over 1,000 new homes
at Ponders End by 2026

£150m

Alma Estate redevelopment, delivering 993 new homes, jobs, shops and community facilities

200 additional school places

for children with special needs provision

£39.5m

government funding for Local London to provide more targeted support for residents with health and disability challenges

£4.2m

refurbishment of Edmonton Green Library – 20,000 books, state of the art IT and free wifi, study space and a dedicated museum

£377,000

awarded by Home Office to Community Safety Team to fund a tailored service to those fleeing domestic abuse

16

new police officers funded to keep our housing estates safer



Customer Experience Strategy

to deliver consistently positive customer experience by 2021

192

frontline health and care staff received Making Every Contact Count training in 2018

2,500

people supported by Health Trainers to make lifestyle changes

New rail station

at Willoughby Lane in 2019 as part of Meridian Water development

2018 Winner

Driving Efficiency Through Technology LGC awards

Over 5,000

babies and mothers visited by Health Visitors each year

7,000

people seen and supported each year by Enfield's Drug and Alcohol treatment service

Over 40km

of safe and secure cycle routes to improve connectivity in the Borough

£550,000

saved per year from reducing and dimming street lights

623

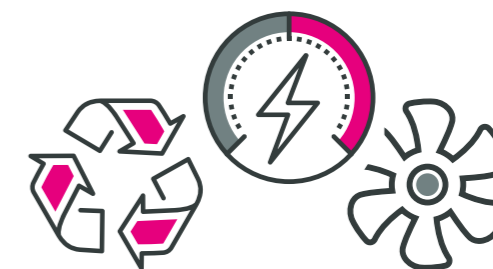
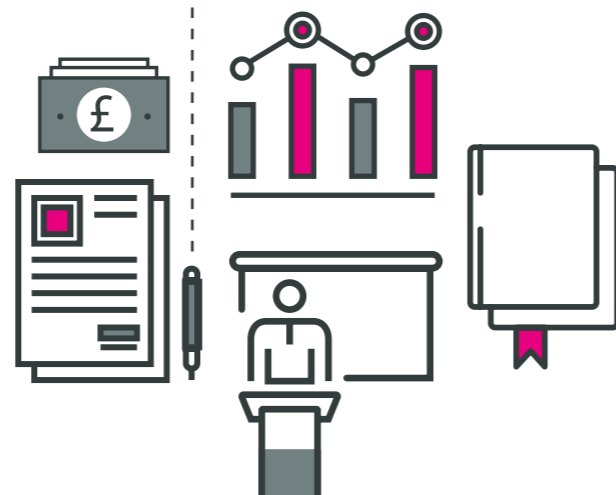
trees planted in 2018 and at least 400 more planned

Over £1m

being invested by the Council and its partners to reduce Enfield's carbon footprint by 2025

Enfield selected

to host de-stigmatisation Hub, to improve resilience for emotional and mental health wellbeing, as part of Thrive LDN programme



Thank you for taking the time to read our Corporate Plan for 2018-2022; we hope you found it interesting. If you have any questions or comments, please get in touch as we value your feedback.



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