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Case Study 1

Knowing our customers

Background and key issues

It is widely acknowledged that Enfield has changed a lot in the last ten to fifteen years. The most obvious change is the increased diversity of its people, particularly in terms of ethnicity and country of origin. There is also strong evidence of increased polarisation between rich and poor with a stark divide between the west and east of the Borough, also between young and old. Enfield is perceived to be an area with an increasingly transient population although surveyed levels of community cohesion and of ‘belonging to the community’ are relatively high.

What we did

For many years our understanding was limited by the amount of data available for research – historically this was largely confined to analyses of the Censuses of Population and some other statistics. However, in the last ten years there has been much increased availability of data and corresponding interest in understanding change. This culminated in the Enfield Strategic Partnership’s establishment of the Enfield Observatory in 2005 – a data and research repository made accessible to the public. This was resourced for five years until budget cuts led to it being downgraded to an archive. This has left a valued legacy for reference, while the Council has restructured but ensured that the necessary staff with research skills are retained or recruited in order to provide the most essential information about Enfield. Corporate research work programmes have been run for several years now, focussed on the most topical issues of direct relevance to the Council, such as equalities. The Council continues to commission regular residents surveys, panels and focus groups in order to track public opinion and attain insight into the issues facing Enfield.
Outcomes

A number of key documents have been produced. A briefing on the Indices of Deprivation 2004 revealed the worsening child poverty in Enfield and led to a reshaping of priorities and investment using the (then) Neighbourhood Renewal Fund. Since 2004 the Council has produced its own ethnic group estimates, originally for 22 ethnic groups, now 30 as of last year. These provide the essential benchmark for service equalities monitoring, to test and question any disproportionate take up of services by ethnic group. Separate estimates of age, gender and disability are produced alongside those. Information briefings have been produced on deprivation, ethnicity and demography. A major piece of research completed in 2010 was a Social Capital Assessment of Enfield – this provides an understanding of the local factors that lead to a sense of community (or not) and cohesion/division. Other recent documents include the Enfield Change Report that analyses key socio-economic trend data to provide a comprehensive overview of change that has taken place in Enfield over the last five to ten years. More service specific research has included an investigation into participation in exercise-related activity amongst the over-fifties. All these documents have been used to inform the future planning and development of services.

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Case Study 2

Enfield’s Joint Strategic Needs Assessment – identifying the health needs of our residents

Background and key issues
The Local Government and Public Involvement in Health Act 2007 specified that councils and Primary Care Trusts produce a Joint Strategic Needs Assessment (JSNA) of the health and wellbeing of their local community. This involves pulling together all the information on the needs of residents into one place. In Enfield’s case, that meant collecting data on more than 290,000 people.

Our JSNA is a annual document to show all statistical, qualitative and quantitative data about the health and wellbeing of all residents of Enfield. The report sets out a wealth of data on the health of the local population. This includes everything from average income and unemployment to binge drinking and teenage conceptions. The document is renewed every three years, and refreshed annually to ensure that the data and information is as up to date and accurate as possible to inform the commissioning of services across the partnerships and services. It is therefore essential to ensure that all residents in the borough and their representatives are reflected within the document.

What we did
A gap analysis was completed by the JSNA Steering group which is made up of representatives from across the Enfield Strategic Partnership. It recognised that more quantitative data needed to be collected with regards to the over 65s and from medical practitioners that service the East of the borough, who deal with more ethnicity issues in health care.

To resolve these gaps, we coordinated a series of focus groups held across the borough with these particular groups and further breakdowns of the sample residents by area of the borough and further age brackets. The groups were also representative of the breakdowns known from our baseline data of the ethnicity of the population, and ratio of male to female.

A general survey of residents was also conducted, while easy-to-read questionnaires were handed out to people with learning difficulties. On top of this, more than 400 responses were received from the Citizen’s Panel.
Outcomes
The outcomes of the work completed to date has led to a far greater understanding of the needs of older people within the borough with regards to support and services for their improved health and wellbeing. As a result of our discussions with older people, and from the focus groups with GPs, we have recommended to commissioners, and to the mental health trust, that further work be done in connection with counselling within the Turkish and Kurdish communities within the east of the borough. Other ongoing work identified from the focus groups includes more research into residents with poor mental health - therefore going forward into the JSNA 2011/12, the focus for additional work will be based around this as a main priority.

We have deliberately placed community engagement at the heart of our JSNA. Community leaders have described the wide-ranging exercise as “as good as you will find anywhere”. It has resulted in a JSNA which will help transform services and, in turn, improve the health and wellbeing of the local population. Our work has identified key learning points for both other authorities and ourselves -

- include seldom-heard groups in the consultation process
- consult on how you are going to carry out the assessment
- make sure you involve people who can work on the JSNA in an unbiased way
- create a full-time position to lead the programme on a day-to-day basis - it is too time-consuming to do part-time
- aim to get consistent data and then be prepared to improve information in the future
- it is important to bring everyone in. You need consensus in this process because if people don’t feel they have contributed, it is more difficult to get them to accept the priorities that have been identified

Bindi Nagra, the Council’s Assistant Director – Strategy and Resources for Health and Adult Social Care chaired the JSNA Steering Group. He believes residents’ feedback was extremely important. He says -

“We know what people are dying of, but before the consultation, we did not know what they felt was affecting their health and wellbeing. And that is very important when it comes to accessing services, establishing the underlying causes of the problems and developing evidence-based responses.”

He believes the JSNA sets a challenge to local partners when it comes time to refresh the Sustainable Community strategy and other commissioning strategies and intentions.

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Case Study 3

Black History Month - celebrating Enfield’s diverse communities

Background and key issues
Our latest population projections show that nearly 55% of Enfield’s residents classify themselves as coming from Black and Minority Ethnic groups, with 15% coming from African or Caribbean communities. For many years, the Council has worked in partnership with a range of local voluntary and community sector organisations to stage a range of events and exhibitions designed to celebrate Black history and culture, and to raise the awareness of other residents. We now offer the widest range of activities that we have ever done.

What we did
A Black History Month steering group consisting of officers from a range of interested Council departments (libraries, museums, and youth services), other public sector partners, and representatives from voluntary and community sector organisations, such as Enfield Racial Equality Council, Enfield Afro-Caribbean Association and the O’Bay Community Trust met regularly from May 2010 to plan a programme of activities. Details of all events were included in a glossy publicity leaflet and poster that was widely circulated to all partners. The group also looked at making use of a range of external funding regimes to help local groups stage their events, with the Council funding all the publicity costs.
Performers who took part in the 2010 events included Winston Nzinga, Alex Pascal, Cuban Redd, Felix Dexter and Malcolm Frederick. Also particularly successful and well-received were a concert featuring a gospel choir, and several food sharing events. Interestingly, events with more of a focus on history and heritage seemed slightly less attractive for audiences. Several events targeted families, especially those scheduled for the October half-term holiday, were well-attended and appreciated by local communities.

Lessons learned for future programmes emphasised the popularity of Black authors. Other suggestions included exhibitions with actors in costume interacting with the audience, and talks with films. It was also felt that we should aim to programme fewer events but in bigger venues, where we can hope to attract larger audiences.

Outcome

The theme chosen for Enfield Black History Month celebrations in 2010 was ‘Making the Difference that Matters’. The variety of events that took place throughout Enfield in October highlighted and celebrated the achievements of the Black community and promoted knowledge of Black history across the wider population. This year, we combined the Black History Month events in October with the national Family Learning Festival.

An abundance of exciting, thought-provoking and fun events were held in Enfield’s libraries, sports centres, the Civic Centre, the Dugdale Centre, youth centres, Millfield Theatre and other venues throughout the borough, and provided an atmosphere where people could learn, be entertained, discover new ideas and take part. Councillor Bambos Charalambous, Cabinet member for Leisure summarised the programme when he said “Wow – there’s so much to learn and enjoy and there is something to interest and entertain everybody. Let’s celebrate in style and enjoy the riches of our borough in these two festivals”.

Contact

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Case Study 4

Enfield Faith Forum – bringing our faith communities together

Background and key issues
Enfield’s population is made up of people from many different faiths. Although 2001 Census figures showed that the vast majority of residents classified themselves as Christian in all its different denominations (63%), there was a large Muslim population (9%) and many other smaller faith communities. Interestingly, between 12% and 13% of residents described themselves as having no faith, religion or belief (agnostics and atheists). We look forward to receiving the results of the 2011 Census, and fully expect the proportions of Muslim residents, and people having no faith or religious belief, to increase significantly. Until recently, there has been relatively little interfaith activity in the borough leading to a lack of awareness of different beliefs and cultures.

What we did
Enfield Police and Enfield Council worked together to set up the Enfield Faith Forum. In fact, Enfield Police appointed the first full-time dedicated Faith Officer in London to co-ordinate the meetings between leaders of the vast majority of different faith and religious groups in the borough.

As well as the meeting being a forum for making faith leaders aware of different services, facilities and initiatives that might be of interest to them and their communities and congregations, attendees have worked together to raise awareness of the different faiths in Enfield by opening their places of worship to others throughout the Enfield Month of Peace that takes place during September. Throughout the month, religious leaders invite members of other faiths into their places of worship to find out more about how the different religions operate, their beliefs, and their values. The evening visits end by sharing in a celebration of food from the different cultures and discussions on common interests. To date, visits have been hosted by -
• Palmers Green Mosque Muslim Community and Education Centre
• Our Lady and St. George Catholic Church
• Southgate Progressive Synagogue
• Palmers Green United Reformed Church
• Nanak Darbar Sikh Gurdwara
• St. Demetrios Greek Orthodox Church
• Hindu Tamil Temple
• Rumi Turkish Mosque and Dialogue Centre
Other activities organised by the Faith Forum have included –
• a ‘Have A Go’ Multi-Faith Sports festival at the Olympic training venue in Montagu Road
• a Walk for Peace in response to terrorist atrocities to show that the people of Enfield were in solidarity, and that the various faith groups and communities of Enfield would continue to work together for the benefit of all
• a conference on Muslims, Britishness and Citizenship in partnership with Middlesex University
• a project involving young people from different faiths who volunteered to tidy older people’s gardens

Outcome
The Forum has successfully promoted partnership working across a wide range of faith groups, and developed increased awareness of the different faiths that exist in the borough. This has assisted the Enfield Strategic Partnership’s community cohesion agenda. It has encouraged understanding, tolerance and dialogue between faiths and others, irrespective of prevailing international situations, to preserve Enfield’s status as a borough of diversity and a model of harmony and cohesion.

It has also provided a different perspective in tackling criminal and violent behaviour by young people that resulted in five knife crime murders that took place in Edmonton in early 2008. Several recommendations for actions originating from faith groups appeared in the Young People’s Life Opportunities Scrutiny Commission report. A case study on this work appears later in this document.

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Case Study 5

Fairness for All – providing leadership, vision and commitment

Background and key issues
In the local elections in May 2010, the Conservative majority was overturned by a new Labour administration in Enfield. The new administration is ambitious for Enfield and wants to be an outward-looking council, reaching out to residents and businesses, and providing a clear voice for the borough with government and investors. The way the Council communicates will be vital in helping the administration achieve its ambitions, especially in these challenging times when resources are under severe pressure, and tough decisions about spending, services and investment will need to be made. Strong community leadership, and a clear and consistent message about its priorities, would be required.

What we did
In summer 2010, the new administration announced its ambitions
• to bring new energy and focus to work to accelerate the pace of change in our most deprived communities, being ambitious and creative in the way we tackle inequality to improve quality of life for all
• to protect the most vulnerable in our society
• to listen to what local people are telling us and provide strong community leadership
• to tackle the financial challenges ahead with determination, retaining our focus on quality value-for-money. The administration will not walk away from our commitment to protect the vulnerable and address inequality, and will do all it can to protect front-line services
• to work in partnership with neighbouring councils, the voluntary sector, other agencies and the community.
The Council committed itself to three strategic aims that would apply throughout all of our work and the decisions we make –
• Fairness for all – we will serve the whole borough fairly, tackling inequality through the provision of excellent services for all, targeted to meet the needs of each area.
• Growth and sustainability – we will help Enfield reach its full economic potential. We will support and empower the voluntary and community sector.

• Strong communities – we will listen to the voices and needs of Enfield’s diverse communities and create meaningful opportunities for residents to lead local improvement, and be involved in decision-making. We will communicate more effectively and show community leadership in championing the needs of Enfield, whilst nurturing and protecting the many positive aspects of life in the borough.

Outcome
As a result of the clear commitment of the new leadership, the Council has adopted the inclusion of an ‘Impact on Council Priorities’ section in all Council reports. Other implications sections in reports look at financial, legal, property and performance management aspects – these are predominantly inward facing. The new section requires report authors to detail the impact of their actions or proposals on different groups within the community. It asks managers to relate any impact to the three strategic aims that apply throughout all of our work and the decisions we make – fairness for all, growth and sustainability, and strong communities. It ensures that managers as far as possible can meet the needs of residents who face inequality by overcoming barriers that prevent them accessing services. It also ensures that elected members make final decisions on proposals in full knowledge of the impact that those proposals will have by summarizing the outcomes of equality impact assessments or equality analyses.

The priorities were widely publicised to residents in a wide range of communications including the Our Enfield magazine, and in the consultation exercise around the 2011/12 budget. All Council press releases link the content to the priorities wherever possible.

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Background and key issues
The Enfield Strategic Partnership (ESP) is proud that Enfield is a place that celebrates its diversity and where people get along. This has given us a strong base to build upon to develop our strategy and ensure there is a co-ordinated set of actions that support community cohesion and address inequality. We all understand the importance of building more understanding and a sense of belonging into our lives, and to challenge misconceptions in the community. Our strategy demonstrates our vision of building a cohesive borough that all people can identify with, feel proud of and where everyone is valued, built upon positive relationships within local communities that create a sense of belonging.

Our most recent residents’ surveys provided us with some highly encouraging responses. These include -

• more residents think that Enfield is a place where people from different backgrounds get along together
• more residents feel like they belong to their neighbourhood
• more residents feel they can influence decisions affecting where they live
• more residents are satisfied or very satisfied with their area as a place to live
• more residents have given up their time to do unpaid work and volunteering, helping to make Enfield a better place to live
What we did

Whilst the picture in Enfield is undoubtedly improving, there is still much to do to achieve our vision, namely –

to build a borough that all people can identify with, feel proud of, and where everyone is valued, built upon positive relationships within local communities, which create a sense of belonging.

Our work with residents and survey feedback tells us that there are areas of Enfield, and communities within the borough, that need further support and engagement to address inequalities if we are to realise our ambitions. The are inequalities and barriers to opportunity that we must address, and this strategy allows us to focus positively on them.

Our consultation with residents and strategic partners has identified five key aims that we plan to address in order to improve community cohesion in Enfield. These aims represent a challenge both to the ESP and to our residents, and we feel it is a challenge we can face with confidence as we build a stronger Enfield together. The five aims are to create a borough where -

• local people play an active part in civic and community life, and contribute to local decision-making
• local people of all ages and backgrounds have opportunities to mix together
• local people have learning and employment opportunities, and feel there are good prospects
• local people feel safe and are safe, and
• the ESP provides community leadership, celebrates diversity and promotes equality to advance cohesion
Outcomes

The ESP recognises the important role it will continue to play in creating a cohesive community. This strategy will be vitally important in ensuring we can successfully achieve the vision expressed in our Sustainable Community Strategy, Enfield’s Future 2009-19, which underpins all activity to support community cohesion in the borough.

Over the past few years, the ESP has worked hard with our partners and local communities to deliver improvements on the ground. Here is just a small selection of some of our key achievements -

- between 2006 and 2009, the Partnership initiated a highly successful volunteering project with our partners in the Third Sector, which saw an additional 1,078 local people carrying out dedicated volunteering work. This generated over £500,000 of reward grant that we have been able to put back into our communities for further work
- in March 2009, a Power of Dreams event was held in Enfield that encouraged young people to maximise their potential and showcase their talents within the context of tolerance between ethnic groups and various ages. The young people involved have stated that it was good to demonstrate a positive image, and, as a result, the event will be repeated in future
- two Peace Walls, where young people were able to create street art and express their desires that faith and diversity would be used positively to achieve cohesion in Enfield, were created at Croyland Youth Centre in Edmonton and at the Four Hills Estate
- £500,000 Home Office funding was used to commission a number of projects, including positive activities for younger people, extra help with education for children who do not have English as a first language, and support to families to access further training or employment
- our On Your Doorstep programme is a pilot programme of ward-based events offering opportunities for local people to interact with the Council and other service providers in their own neighbourhoods. The project makes use of Enfield’s mobile library and has visited each of the 21 wards in the borough
- the Enfield Residents’ Priority Fund has been established with the key aim to address local need within wards. The scheme provides £2.1m over each of the next three years to encourage local communities to identify their priorities by working with their local ward councillors.

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Case Study 7

Enfield Compact

Background and key issues
Central Government established the national Compact to recognise the important role the voluntary and community sector plays in community life. The first Enfield Compact in November 2002 set out the principles that should guide local partnership working to improve the lives of Enfield residents. It aimed to encourage new ways of working in partnership for the benefit of all who live, work, and study or have an interest in the borough of Enfield. Our work in this area has been praised in Parliament for its innovative approach by the Compact Working Group Secretariat – a national body set up by the Government and the National Council for Voluntary Organisations. Our Compact Review Board ensures that the Compact is kept up to date, and, in 2010, decided that the Enfield Compact needed refreshing.

What we did
The Enfield Compact Review Board comprises members of the statutory and voluntary and community sectors. They are elected for three years, and work together with a positive approach to their partnership. The Board consulted widely to ensure that the new principles would set the context of statutory sector and voluntary sector working in Enfield by laying out some main undertakings for the statutory and voluntary sectors that could form the basis of the new Compact.
Outcomes
As a result of the consultation, the following principles were agreed –

- to ensure that the voluntary and community sector is involved in the development of policy
- to agree a commitment to mediation and resolution of conflict
- to promote accountability of all parties
- to effectively communicate, consult and collaborate at all levels of the voluntary, public and private sectors, and
- to clarify funding relationships between statutory sector and voluntary organisations, with clear written agreements stating the required outcomes and how these will be monitored and evaluated.

The total of over 150 partners who signed up to the Enfield Compact are now committed to the following undertakings -

- to make full use of the ESP engagement and consultation framework
- to ensure that equalities issues are central to the Compact, and create and maintain policies ensuring equality of opportunity
- to designate named contacts for the Partnership who will be responsible for Compact matters
- to encourage joint working and sharing information across sectors
- to maintain the protocol for resolving disputes between agencies, and
- to review and evaluate the operation of the Compact on an annual basis

The way in which the multi-agency Enfield Crime Reduction Implementation Team uses the Compact has resulted in a Compact Secretariat London Regional Award for excellent partnership working.

Compact seminars on positive partnership working and building bridges are held on a regular basis.

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Case Study 8

Enfield Roma Project

Background and key issues
In the UK, there are different communities that are often put in the same group referred to as Gypsy, Roma, and Travellers. They have different cultural identities and lifestyles. However, they all face similar problems e.g. welfare problems, access to health services, low achievement in education, and discrimination. The Roma community is the most excluded and disadvantaged ethnic minority in Europe, resulting in the shortest life expectancy (average life expectancy of Roma is just under 50), the lowest educational attainment of all ethnic groups, economic disadvantage, child poverty, destitution and homelessness.

What we did
The work of the Enfield Roma Project focuses on Eastern European Roma and works with families predominantly from Poland. The Project was funded from the Government’s Migration Impact Fund, and received a total of £68k for financial years 2009/11 administered by the Enfield Strategic Partnership. This funding paid for one full-time post identified as the Roma Family Liaison Worker. The focus of the project was to enable members of the Roma community to access services through direct provision, support and signposting. It also played a role in promoting the education of the local community about Roma arts, history and culture.
Outcomes
Between January 2010 and March 2011, the Roma Family Liaison Worker provided one to one drop-in sessions on a daily basis, working directly with a total of 90 different families. In addition she had 1,320 contacts with children, young people, families and support agencies in connection with issues and activities raised. Enfield Roma Project worked in partnership with the Citizens Advice Bureau, and Central and Cecil (a local Registered Social Landlord) providing advice and guidance sessions. These sessions focused on welfare benefits, debt, housing, immigration and employment issues. Since January 2010, the Citizens Advice Bureau held a total of 39 half-day sessions and had 103 contacts with Roma Families. Central and Cecil have been operating a similar half-day service between April 2010 and March 2011, and during that period they held 34 sessions and had 174 contacts with Roma Families. The Roma Family Liaison Worker also supported Roma Families with 29 applications for school places, resulting in 15 children or young people successfully gaining a permanent school place.

The Roma Project also provided inclusive activities for Roma children and young people, including after-school clubs and the popular Activity Dayz sessions based at Angel Community Centre. These sessions included sports activities, visual and performing art workshops, weekly Roma focused Karate classes, inclusive music/media workshops and street dance sessions.

The Project worked in direct partnership with Cultural Services to engage the community in a range of cultural activities that included practice and rehearsal sessions, costume design/production, and the development of a local Roma music and dance act that performed at both the Edmonton Carnival and Olympiad events. For the Edmonton Carnival in March 2010, the Roma Project ran a total of five rehearsal sessions at Angel Community Centre, attracting a total number of 79 attendances. For the Carnival itself, the Roma Project engaged a total of 31 people in performance and participation at the event. In July the project engaged and involved the Roma Community in the Edmonton Olympiad event. Again five practice sessions were run leading up to the event, attracting 132 attendances over this period. For the actual Olympiad event, the project engaged a total of 50 people from the Roma community.

During the last year, the Enfield Roma Project organised an ESOL class for 13 Roma adults. The class was aimed at people who were interested in becoming members of the Parent Engagement Panel, as Parent Champions.

As a result of budget cuts, the Enfield Roma Project ended in March 2011. However, funding has been successfully sought from the Council’s Parent Support Service that will ensure continued provision of support for Roma families.

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Case Study 9

Holocaust Memorial Day – remembering the Holocaust

Background and key issues
Enfield Council has been commemorating Holocaust Memorial Day for each of the last eleven years to mark the anniversary of Soviet troops liberating the concentration and extermination camp at Auschwitz in Poland on 27th January 1945. The notorious camp has come to symbolise the terror and degradation of the Nazi regime as one of the world’s most shocking events of the 20th century. This date has come to symbolise the tragedy, not only of the genocide of the Second World War, but also more recent tragedies such as Rwanda and Bosnia, where hatred resulted in the slaughter of thousands of people. Enfield has a large Jewish community that actively supports the range of events and activities that the Council has staged over recent years.

What we did
‘Untold Stories’ was the theme for Holocaust Memorial Day in 2011, and the Council hosted an event at the Dugdale Centre in Enfield Town with contributions from leading councillors, local schools and faith leaders. Speakers related some of these moving stories that illustrated courage, hope and humanity. The evening featured a packed programme with contributions from Raynham Primary School and the Oasis Academy Enfield, Rabbi Howard and Rabbi Levy, and some thoughtful songs and music. Connaught Opera provided a musical contribution including songs written by Holocaust survivors. In previous years, we have included readings of reminiscences by actors, short films from the Holocaust Memorial Day Trust, art exhibitions, poetry and poster competitions by local schoolchildren, signing of a pledge to condemn genocide, and a screening of ‘Sophie Scholl’ (a feature film about the Holocaust) at a local cinema. The Council also has its own permanent Holocaust memorial at the Civic centre with a special garden, an eternal flame, and the Hebrew text ‘Zachor’, meaning Remember, designed by Rabbi Levy.
Outcome
By marking Holocaust Memorial Day with an annual civic event, we renew our commitment to oppose the racism and hatred that promotes fear and fuels genocide. Council Leader, Doug Taylor, said, “Holocaust Memorial Day is a national and international day which ensures that we learn lessons from the past. Unfortunately there are still regimes in the world that are unstable and perpetrate hatred – so we must be ever more vigilant here where we can act to promote goodwill among all our communities.”
Holocaust memorial events are much appreciated by members of the local Jewish community, who have very complimentary in their feedback. Comments have included ‘I am writing to congratulate the Council for putting on such a well thought out and sensitive programme to commemorate such an horrific event’
‘We all appreciate the hard work and expense involved in dealing with such an event, and we fully appreciate everything you and the participants have contributed’
‘Thank you for organising such a successful Holocaust Memorial Day event at the Dugdale Centre. I was proud to be part of the event. It is such an important day of remembrance, and the event was thought-provoking and contemplative. Thank you for all your efforts’
By encouraging local schoolchildren to take part in the events, we have ensured that the Holocaust is never forgotten, and hopefully the more people that know about the horrific atrocities of the past, and learn lessons from history, the less likely genocides will happen in the future.

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Case Study 10

Youth Engagement Panel

Background and key issues
In early 2008, there were several gang-related incidents in Edmonton that resulted in the deaths of five young people. The murders were around issues of disrespect amongst gang members – most of those who were murdered, knew their killers. It was obvious that there was a lot of work needed to tackle the mindset amongst youngsters that they are safer if they carry a knife.

What we did
Enfield Police set up the Youth Engagement Panel with the aim of reducing the number of young offenders whilst also assisting the victims of crime. This is done through prevention and intervention activities, work with schools, education welfare, youth services, the Children’s Trust and the Youth Offending Team. Activities to address this included –

• engaging an organisation called LEAP to train pools of young people on how to confront conflict by not regarding disrespect as a red rag issue that needs a violent response
• Police working with youngsters at Craig Park Youth Centre to confront the void between Youth and Police by meeting at a neutral venue where no-one is regarded as intruding on another’s territory. 22 young people attended the first session that focused on changing attitudes
• engaging another organisation called Be Safe to work with parents of year 6 pupils in junior schools
• visiting parents of gang members to make them aware of what their youngsters are up to
• adopting a zero tolerance policy on knives in schools backed up by use of detecting arches

Other good work includes peer-led issue resolving work, working with neighbouring boroughs, sharing intelligence, and addressing postcode wars. The Police have also held ‘Face the Public’ meetings where young people stated that there was nothing for them to do – however, evidence shows that there is a wide range of activities they could get involved in. Resulting from this, the Police trained 15 young people over a 26-hour programme to enable them to influence and organise other young people and inform them about sexual health and substance misuse. Five were white European, two Turkish, two Somali, and the rest, Black British, African or Caribbean. The gender split was 50/50, and ages ranged from 15 to 27. The number of young people trained has now risen to 70.
The Youth Engagement Panel has now expanded to organising workshops in schools covering creative writing, rapping, setting up a music studio in Edmonton Green, running talent competitions, and developing a website of events and activities. Over 120 youngsters attended a recent YEP Peace March. The Panel has also run drop-ins in schools, youth centres and the local Starbucks.

**Outcomes**

The YEP has gained quite a reputation as there is not much like this done elsewhere – neighbouring boroughs have expressed an interest along with other local authorities and deputations from abroad. It is also used as a forum for consulting with young people if needed, as it was as part of the work of the Young People’s Life Opportunities Commission mentioned elsewhere in this document. Currently, the Police and partners are looking at the possibility if accessing external funding to continue and develop the Panel’s activities.

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Case Study 11

Tackling Inequality in Enfield – Building on our Achievements – a community conference

Background and key issues
Enfield Council and its public sector partners in Enfield NHS, the local hospital trusts, the mental health trust, Police, and Fire Service have been working to tackle inequality for many years. Representatives from these organisations meet regularly with officers from each of the local voluntary and community sector umbrella organisations in the borough that work across the various equality strands e.g. Enfield Racial Equality Council, Enfield Disability Action, Enfield Women’s Centre, Age Concern Enfield, Over Fifties Forum, Faith Forum, and the Enfield LGBT Network. This meeting is known as the Enfield Equality and Diversity Stakeholders Group.

Much of the work is done in silos with little knowledge of what each public sector body does. In order to raise the awareness of what has been achieved, we decided to hold a one-day conference with keynote speakers and workshop sessions. In addition to hearing about what had been done to date, the conference provide an opportunity for the voluntary sector and other interested residents to tell partners what priorities they felt still needed to be addressed.
What we did
On 15th February 2010, the Enfield Strategic Partnership held the community conference at Highlands School entitled 'Tackling Inequality in Enfield'. The morning session featured addresses from chief officers of local public sector bodies illustrating their commitment to equality and outlining recent successes. The middle of the day focused on workshop sessions run by each body designed to gather ideas from participants on what issues should be addressed in the future. The day finished with keynote speeches from Michael Keating, National Adviser for Equalities and Cohesion, Improvement and Development Agency, and Surinder Sharma, National Director for Equality and Human Rights, Department of Health and the NHS, that gave a national perspective. David Morris, External Access Coordinator for the London Organising Committee of the Olympic and Paralympic Games, also addressed the conference on the subject of disability and access issues from his perspective, but sadly passed away soon after the event – the conference report was dedicated to his memory.

Outcomes
Around 150 people from local community groups and members of the public presented their views to officers from the local public sector bodies about how services could become more accessible and streamlined making them easier to use. Over 100 ideas and proposals to improve equality across council, health, police, fire and voluntary services in Enfield have been considered and worked on by the relevant body. The conference report listed all the ideas and what action had been taken as a result. The document was published on the websites of all the local agencies.

Feedback from participants told us that -
- 95% said the conference provided a good opportunity to highlight the barriers faced by different communities
- 95% felt that the workshop sessions provided them with the opportunity to contribute to the discussions
- 98% agreed that the conference enabled them to learn from others
- 87% agreed the event met their expectations
- 78% felt that the conference enabled them to provide ideas to improve services

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Case Study 12

Young People’s Life Opportunities Commission

Background and key issues
In early 2008, there were several gang-related incidents in Enfield resulting in the deaths of five young people. This prompted the Council to establish a Scrutiny Commission to undertake a review to suggest what should be done to improve life opportunities for young people in Enfield.

What we did
The review took 18 months to complete, during which significant community engagement took place. Councillors met and listened to as many groups, individuals and partners as possible that were involved with young people, to ensure that our recommendations were effective and would make a difference.

The Police were a major partner in this review, and had already undertaken some innovative work with young people through their Youth Engagement Panel (see separate case study). We have worked with youth centre leaders, and with 37 youth club members (only having to tempt them with pizzas and HMV gift tokens if they would talk to Councillors!!)

The Scrutiny Commission, which included head teachers, the Police Borough Commander and the Head of Commissioning for Children's Services for Enfield NHS, worked with community organisations to set up a number of very high profile public events that were well-attended. They visited and spoke to young people who were excluded from school, over 60 sixth form students, young offenders and their parents, local boxing club members, community centres and youth clubs.

Through the work of the Commission, our Councillors gained an enormous amount of understanding about the network of services provided to young people. They have been able to speak to the providers of those services, some of them Council services, partner agencies, and some provided by the community. They also spoke to the users of these services - the young people, parents, carers, community representatives and elders. This allowed our elected members to gain a realistic view of the situation, seeing it from both a service provider side, and also as a user of the service.

Therefore, when the Scrutiny Commission made its recommendations to the full Council, they were based on robust evidence gathered during the review, and the councillors that had undertaken the review were fully engaged and 'owned' the recommendations, and were, as a result, able to talk passionately about them when the decisions were made.
Outcomes
The Commission raised the profile of the services being scrutinised, directing the focus of Councillors, Directors and Partners to consider the necessity to improve services and provide more resources to areas that may not have been their priority prior to the Scrutiny Review.

Although there were good pockets of working, the Commission found that vulnerable young people did not receive much support until they had gone seriously ‘off the rails’, then a variety of services were put in place. Making a difference to their lives then becomes much more difficult rather than at an earlier stage. The Commission, for example, recommended the reinstatement of the two-year health check for all children in the borough. Enfield NHS agreed to pilot this in three areas across the borough. The Commission’s draft report was circulated to all members of the community and service providers who had been involved in the review for their comments prior to going back to Full Council in September 2009 when all 52 recommendations put forward were agreed with a costed action plan.

In February 2010, funding of £122,250 was approved, to add to the £16,106,000 that had already been made available for services for young people.

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Case Study 13

Say It Like It Is – young people’s views on anti social behaviour

Background and key issues
In June 2011, Councillor Ayfer Orhan, our Cabinet Member for Education and Children’s Services, met with student council members from Winchmore School. One of the students had the idea of bringing secondary student council members together for an event in the Council Chamber to discuss anti-social behaviour and specifically relationships between students from different schools.

What we did
The event took place on 6th June with representatives from seven secondary schools in the borough attending. The young people took part in activities and exercises to help develop their speaking, listening and debating skills. The event was attended by a number of Councillors and Cabinet Members including Councillor Doug Taylor (Leader of the Council), Councillors Ayfer Orhan and Ingrid Cranfield, as well as Christina During (the Mayor of Enfield). One young person was given the opportunity to take up the seat and gavel alongside the Mayor in the Chamber and chairing a debate between the students on the topic of anti-social behaviour and the way that young people are often portrayed in the media.
Outcomes
The day culminated in the young people developing an action plan that Andrew Fraser, our Director of Schools and Children’s Services, pledged to take forward through the Children’s Trust. Suggested initiatives put forward by the students included -

• setting up an inter-school exchange programme – whereby students can visit other schools in the borough to break down barriers and promote understanding
• an inter-school event or activity - not necessarily a sporting event but again one that promoted building relationships and understanding
• more awareness-raising on the dangers of cyber-bullying and the Internet
• more awareness for teachers on spotting the signs of bullying
• more security management on the buses and streets, increased policing and CCTV use, and
• a place for expression – a space designated for graffiti, which could be monitored.

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Case Study 14

Consulting on the New Southgate Master Plan

Background and key issues
New Southgate is one of Enfield’s Place Shaping Priority Areas. The New Southgate Master Plan is our plan to improve and regenerate New Southgate. It sets out a vision for what we want the area to be like in the future as well as the plans and projects needed to deliver that vision on the ground and make it a reality for residents who want to see real change in their neighbourhood.

As the plan is about what residents want, we worked with the community to prepare a draft plan, and then held a public consultation exercise on the draft for twelve weeks between March and June 2010. We wanted to make sure that the consultation was as inclusive and reflective of every resident living in the area as we possibly could.

What we did
During the consultation on the development of the New Southgate Master Plan, our Place Shaping Team made special efforts to ensure that those who might not be able to, or choose to, access a normal consultation meeting were able to take part.

Engagement events included –
- special events and workshops for young people
- focus groups for people with learning disabilities
- visits to places of worship
- focus groups of specific ethnic communities and genders
- participation in community events
- detached outreach work to engage with people in their own environments coffee mornings in primary schools
- a photography project to engage young people
- workshops in residential homes for older people
- workshops in supported accommodation for people with learning difficulties
- community language forum with interpreters for Turkish, Polish and Somali residents
- links with summer play schemes
Outcomes
Based on the responses to the consultation, a number of changes were made to the master plan.

A detailed analysis of residents who returned questionnaires confirmed that the consultation had successfully engaged with all groups within the local community in terms of ethnicity, gender, age, faith, disability and sexual orientation. Where the analysis showed that certain communities had not been fully engaged with, separate consultation events were set up e.g. with young people. All the different communities that make up the local population were given opportunities to take part in consultation exercise through a flexible range of initiatives.

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Case Study 15

Regeneration in Ponders End

Background and key issues
Ponders End is one of the more deprived parts of Enfield. The Council identified it as one of five priority regeneration areas that currently face the biggest challenges but also present opportunity for change. In these areas, we aim to improve the quality of life of all communities, and, in particular, those who are most disadvantaged.

What we did
In Ponders End, a ‘Vision Team’ was formed in 2008 to establish and deliver a community Vision for Ponders End. The group met regularly and was involved in the appointment of consultants to produce the Ponders End Framework for Change, which was published in 2009 for consultation. The Vision Team was also consulted on the Ponders End Central Planning Brief (the detailed plan for the High Street and former Middlesex University site) and continues to have a significant input into the regeneration of the area.
In 2009, we commissioned Ward Profiles for Ponders End to provide socioeconomic baseline data for the master planning of these areas. We built up a network of community contacts that supplemented and updated our understanding of current trends, demographic make-up and needs in the community. By engaging with a wide range of user groups, we were able to reach a wide cross section of the public to gather their ideas for improving Ponders End across a spectrum of themes. We have partnered with the Ponders End Community Development Trust to facilitate these links and have maintained contact with interested people who have participated in consultation activities.
In all priority areas, we seek to work directly and through collaboration with Infrastructure Development Organisations (IDOs) within the voluntary sector in order to ensure that segments of the community are accessed and offered equal opportunities to participate. In Ponders End, this has been undertaken in partnership with the Ponders End Community Development Trust, via communication with Enfield Community Engagement Network (ECEN) and specific work with local voluntary organisations such as Community Aid.
Ponders End Recreation Ground was identified as the catalyst for regeneration to show local people the Council is committed to change. We identified £900,000 of funding to enable the transformation of this functional ‘recreation ground’ into Ponders End Park, a healthy, playful, sustainable space. During a consultation exercise called Start with the Park, the Friends of Ponders End Recreation Ground identified that young people were an important user group not represented in their organisation, which subsequently led to two workshops being held to capture the views of young people, in partnership with the Fairshare Trust and Ponders End Youth Centre. The space was known by different names, and some in the community felt strongly about the name of the Park. We used a public event as a forum to engage with a wider and unbiased group in order to ask people to vote on the name of the space. It was agreed that the preferred name should be Ponders End Park, and this change of name will be launched when the Park works are complete in December.

Other inclusive engagement and consultation activities included -

• the use of a fully accessible Pondercabin in the Youth Centre car park as a community focus and venue for themed workshops;
• commuter consultation at train stations at morning and evening rush hour
• outdoor and indoor exhibitions at College Court, Durants Park, Ponders End Park, Tesco etc.
• 1-1 meetings with community groups and individuals where requested
• attendance at existing meetings to consult with people in their own environment
• ‘Walk and Talks’ for all ages and young people to get a better idea of the spaces they use and to understand their perspective
• A Youth Workshop to focus on issues affecting under 25 year olds
• Alma Estate ‘Walk and Talk’ to understand the issues on that estate
Outcomes

Works in the Park are due to finish in December 2011 and include the transformation of the High Street entrance, creating a ‘festival-ready’ space with pop-up power points and lighting; pedestrian/cycle connections through the Park; clear, open lines of sight to improve safety; and lighting to improve safety, and a new playful water feature. So far, initiatives have provided improved opportunities for active play for young people (climbing equipment and an outdoor gym and climbing wall), and walking/jogging activities for all age groups. In addition, a new east-west cycling route has been laid out for a broad range of users, and a series of cultural events, including the Green and Healthy Living Day, and the Bangla Mela have been staged.

The establishment of the Vision Team in the community by the Council from the outset has ensured that decisions and performance have always been open to scrutiny from local community experts. We had consistently good participation in the engagement forums, which indicated a positive response from participants. Members valued the groups and were most contented when they felt they were communicated with regularly. The most positive responses come from targeted interventions with specific groups at risk of isolation, who would otherwise find it difficult to engage, for example workshops with young people and those with English as an additional language. In Ponders End, we are now communicating regularly with the wider community through direct mailings to the local network; information on a community noticeboard; and articles in the PEN (Ponders End Newsletter), produced and distributed by the Ponders End Community Development Trust.

The Ponders End Business Forum was established to support local retailers affected by the High Street regeneration plans through the planning and development process, as well as providing opportunities to upgrade their business and skills.

The Ponders End Framework for Change was shortlisted for a London Planning Award for Best Conceptual Project (2010) and has also been awarded Mayor’s Great Spaces funding and status. Both of these awards are important because they raise the profile of Ponders End and make it more likely to attract funding in future. The Ponders End Framework for Change document was generally well received locally, although there were some criticisms regarding how understandable the content was and the use of technical language in places. For the Ponders End Central Planning Brief, we produced a “lite” or summary version, which was generally well received. In future, we plan to engage community representative forums to read and ‘community-proof’ documents to ensure we reach a wider audience.

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Case Study 16

Improving services to customers at the first point of contact

Background and key issues
The implementation of the Council’s Access to Services Strategy improved opportunities for all members of our community to use and benefit from our services, and work continues to make it even simpler and more convenient. Many of the facilities provided as part of the Strategy were suggested during a comprehensive consultation exercise. As part of the Strategy, over the last few years, we have opened a new Centre in Ponders End (John Wilkes House) and a Children’s Services Centre in North Enfield (Charles Babbage House). At the same time, we have completely refurbished our customer services facility at the Civic Centre by bringing all the different customer reception points down to the ground floor of the building. Our new customer access model will help customers to access the information and services they need quickly and effectively by joining together our customer service staff from across the Council into one team. This means we will be able to deal with more enquiries in one go, rather than transferring customers to different departments. At the same time, we will be improving the quality and range of information and online services available on our website so that our customers have 24-hour access to more information and services. Consultation with customers will continue throughout the programme so that we can continuously improve the services we offer.

What we did
We consulted several customer groups last year, and in response to the comments and views expressed, have taken the following actions –

- we worked with Enfield Disability Action’s Deaf Project to roll out deaf awareness training to all front line face-to-face customer services staff
- we are working towards achievement of the RNID’s Louder than Words accreditation. The charter mark is recognition that our services and employment opportunities are equally available to those from the deaf community as they are to everyone else
- we purchased a portable induction loop that can be used for hard of hearing customers attending any of our access centres.
• Tracy Chamberlain, Head of Customer Access attended the Council’s Tacking Equalities Conference – Building on our Achievements and facilitated a workshop around customer access in Enfield in February 2010. Responses to the suggestions made at the conference alongside the actions taken by the relevant public sector agencies as a result.
• our Concessionary Travel Team works in partnership with Parking Enforcement to tackle the issue of blue badge fraud in the Borough to ensure that the disabled parking facilities that we have are utilised by those in need and not those abusing the scheme.
• the Customer Services Team has made more transactional services available on-line so the customer can self serve at a time that suits them.
• the Council’s website now offers BrowseAloud (a computer program that reads aloud all website content including PDF and MS Word documents).
• the Council has put a new Content Management System in place on the website that means that each service can directly manage their own content on the website including the regular review and update of the information

Outcomes
As a result of the improvements to services outlined above, the Customer Services Team has, over the last year –
• achieved the Cabinet Office’s Customer Excellence Standard for the Customer Services Centre and achievement of corporate Customer Excellence for the Council. The standard focuses on the importance of developing an in-depth understanding of our customers and includes consulting customers and using the information we receive to design and provide services. It also covers the importance of monitoring the outcomes of our services and whether customers are satisfied with them.
• raised current customer satisfaction with Customer Services to 94%.
• achieved ISO 9002 accreditation.
• been shortlisted for Best Team in the National Customer Services Awards 2010
• won a Global business Excellence Award for outstanding customer service

Over the next 18 months, the Council’s Customer FIRST Programme will build upon the improvements to customer access that we have made over the last five years. These include improvements to our face-to-face centres at John Wilkes House, the Civic Centre and the Edmonton Centre, our customer services centre that now takes payments for 50 services and deals with 500 calls a day, together with enhancements to our website, and an increased number of self-service options.

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Case Study 17

Community Help Point Scheme (CHPS)

Background and key issues
CHPS was established in 2008 in response to consultation held with approximately 2000 young people between the ages of 11 and 19. In discussing access to out of school activities, young people told us that one deterrent to their being involved the activities, was their concerns for their personal safety when negotiating public transport and moving around the borough, especially during the winter months when the nights are darker. Even if the young people themselves felt confident in travelling independently, they often cited the fears of their parents that meant that they were not allowed out alone. At the same time, the Joint Service for Disabled Children was also looking at ways of reducing reliance of families of disabled children on specialist transport services. Part of the discussion involved how to ensure that disabled young people could be independent travellers and use existing transport services.
What we did
Enfield Children and Young People’s Service researched possible mechanisms to address the concerns, and came up with an outline proposal that was then put to Enfield Police and the Joint Service and Parent Support Service. We determined that the best way to address the concerns was to establish help points around the borough where young people could go in and ask for assistance if they were feeling worried or scared or if they were lost or the victims of crime or bullying while they were out and about. The help points – based in local businesses and premises - would then make the relevant phone calls to summon assistance, or would allow the young people to stay inside until a perceived risk had passed. A young person designed the Help Point logo and the concept was rolled out to local businesses and premises, concentrating on areas that were ‘hot spots’ for issues relating to young people’s safety. Managers of premises joining the scheme are CRB checked, and then take part in a training session before being given the CHPS logo to display in their windows. Together with the Safer Schools team of Enfield Police, we rolled out the scheme to schools by providing information at Junior Citizens events as well as conducting school assemblies based around CHPS.

Outcomes
We now have over 200 sites across the borough. In response to further consultation with young people, we are now trying to recruit more businesses that are part of the ‘night time economy’ to ensure coverage until late in the evening. The scheme has been used by many young people and also won the award for Safeguarding in the national Children’s Services Awards in 2009. Examples of the outcomes are as follows –

An autistic pupil was lost on his way to school and was in a state of extreme agitation. The school could not collect him, and the shop called his mother who was at work, and kept him safe in the shop for two hours until his mother arrived to pick him up.

Two schoolgirls on their way home from school were troubled by a man who had been following them and trying to talk to them. They went into a help point shop and waited there until the person was gone from the area – then continued their journey home.

A young boy had been robbed on his way home from the bank on his bike. He went into a help point who called the police and his parents and kept him safe until help arrived.

These are typical examples of the ways in which the scheme has been working. Ideally, we want young people to have a general sense of ‘well being’ as they make their way around Enfield, rather than having to use the help points. Just knowing that the facility is there is often enough to make people feel secure about travelling alone around the borough.

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Case Study 18

Brown badge parking scheme

Background and key issues
The Council was keen to assist elderly drivers who have problems in walking long distances in Council car parks but whose mobility problems are not considered serious enough to qualify for a disabled blue badge.

What we did
A ‘brown badge’ parking scheme for drivers was recently introduced by Parking Services, and involves the provision of “brown bays” in Council “Pay and Display” car parks that holders of brown badges can park in. We introduced the bays for over 70s in Enfield’s “Pay and Display” car parks in 2009. 51 bays were installed which are conveniently situated for easy access to shops or near exits to car parks. These bays are located near car park entrances and exits so as to minimise the distance brown badge holders have to walk, and were introduced to help elderly residents who may not qualify for a blue badge but still may have mobility problems. The badges are limited to the over 70s only and are free. However brown badge holders still have to pay the same car park charges as other car park users.

Any resident of Enfield who meets the criteria can apply for a Brown Badge with the exception of Blue Badge holders who already receive parking concessions. All the Council needs to see is the applicant’s birth certificate along with a recent utility bill. Amendments to the Car Park Traffic Management Orders were required to enable the system to be enforceable.

Outcomes
The scheme has been a great success with over 1500 badges being distributed free to qualifying residents (equivalent to 6% of the over 70s population of the borough).

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Case Study 19

Engaging diverse communities in recycling

Background and key issues
In order to try to increase the rates of recycling of waste materials in the borough, research was undertaken that discovered that there were lower recycling rates amongst the Black and Minority Ethnic residents in the borough. In developing the new and extended service for refuse, recycling and street cleansing, officers commissioned an external organisation to run seven focus groups to understand current satisfaction and dissatisfaction with our Refuse, Recycling and Street Cleansing Services, and to consult on future options for development. The groups were representative of the borough’s population. Several proposals were put forward in order to address this imbalance.

What we did
A waste services project funded by the national Waste and Resources Action Programme (WRAP) was aimed at engaging BME groups in waste recycling in the borough. WRAP works in England, Scotland, Wales and Northern Ireland to help businesses and individuals reap the benefits of reducing waste, developing sustainable products and using resources in an efficient way. They have produced guidelines to help local authorities, community groups and other partners extend the use of the Recycle Now brand across all communications and operational materials. As a result, a wide range of communications material was produced using the WRAP guidance – this meant that all information was DDA compliant.

As part of the active promotion of borough-wide recycling initiatives for both residents and businesses, various initiatives were undertaken including door stepping with bilingual staff, targeting hard to reach areas of the population by specific advertising in the local ethnic press, and engagement with faith and cultural groups to enable them to engage with their members who would not otherwise engage with the Council. Publicity was produced in various community languages including Turkish, Somali, Polish and Greek, including for a new scheme that featured a kitchen caddy distributed to households that allowed food waste to be recycled into high grade compost that is used in Council parks and open spaces. In addition, assisted collections for residents with a disability are also available. Waste bins are also have instructions in Braille embossed onto them to assist blind residents. An education officer was responsible for ensuring that marginalised groups were engaged in the service in a way that was appropriate and accepted.
Outcomes
Many Enfield residents who were facing difficulties as a result of their language skills or access problems are now able to take full advantage of the recycling and refuse collection facilities and services available. This in turn has resulted in a safer and more aesthetically-pleasing environment for the community as a whole.

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Case Study 20

Beacon Award – supporting independent living for disabled adults

Background and key issues
The Health, Housing and Adult Social Care Department of the Council has long viewed the promotion of independent living for all its service users as a guiding principle for all our work. In 2009/10 we sought assurance that our services were of high quality, and applied for Beacon Council status.

What we did
There is a wide range of schemes, projects, and activities that support our work. Nevertheless, we realise that there is always more work to be done. As part of our Beacon Year we organised a number of events, including Open Days and a national conference in order to share our good practice i.e.

- a ‘Moving On’ handbook for Parents and Carers, produced by a parent to improve communication about the transition process
- Moving On’ – A guide for young people, produced in partnership with young people and the voluntary sector
- the ‘Moving On’ game, our innovative, interactive approach developed jointly with Connexions and Barnardos
- training workshops set up for professionals that include parents sharing their experiences
- In Control Workshops providing information for parents and young people about personalisation and individual budgets
- Vincent House - our new purpose-built resource providing transitional accommodation for 19 young people from age 18 to 25 with learning disabilities and physical disabilities
- the Pizza Club set up to enable young adults with learning or physical disabilities and their families to come together as an evening group, to resolve their concerns with social workers about moving into independent living
- our direct payments support service administered by Enfield Disability Action (EDA)
- the Independent Living Project at EDA was one of only a small number of organisations nationally who have been awarded funding by the Department of Health to develop a centre for independent living
• our Person Centred Planning approaches for adults with learning disabilities is recognised by national forums as providing best practice
• a reduction in the number of older people supported in residential care by 9.2% since 2005
• £30m external funding together with substantial local authority investment that has enabled us to deliver a diverse range of independent living and supported housing options
• completion of our second extra care housing scheme at Alcazar Court
• a specific accommodation-based service of three units for young people aged 16/17 with mental health problems – only the second service of its type in London
• our AT (Assistive Technology) Home Centre combines the Occupational Therapy Service and Integrated Community Equipment Service into a single and accessible point of contact for disabled people of all ages - 95% of all equipment is provided within 7 days
• our Community Alarm Service provides a 24-hour, 365-day a year monitoring and emergency response service to over 3,000 of the borough’s most vulnerable people
• the Park Avenue Disability Resource Centre works collaboratively and effectively with a range of statutory and voluntary agencies to support users to access activities that promote independent living e.g. education, employment, health, leisure and welfare benefits
• our Essential Guide for Disabled People includes useful and comprehensive information on services available to people with a physical disability, sensory impairment, HIV/AIDS or long-term illness
Outcomes
Enfield Council was awarded Beacon status for ‘supporting independent living for disabled adults’ in 2009-2010. The award recognises the Council’s and partners’ excellence and innovation in promoting independent living with a range of schemes, projects and activities. The Beacon scheme assessed our service over six areas -
- leadership, vision and strategy
- community and customer engagement and empowerment
- actions
- partnerships
- outcomes, and
- sharing best practice
Enfield Council achieved the top rating of ‘outstanding’ in all six areas.

Here were some of the comments from the Beacon Assessors -
- “Developing the culture change in Enfield has shown the team something they did not expect to see. They showed the team that independent living for all disabled people was possible and that authorities could deliver.”
- “The enthusiasm for independent living for disabled adults was clearly evident.”
- “The transformation in the lives of citizens of Enfield seems tremendous.”
- “The assessment team was inspired by the community involvement.”
- “It would be hard to find more satisfaction among such a diverse group of people.”
- “Overall, there is no doubt that disabled adults have the opportunity for an independent life and personalised services in Enfield.”

The comments and observations above are testament to the high levels of customer satisfaction and positive outcomes experienced by disabled adult in Enfield who receive support from the Council and its partners in order to live as independent lives as possible.

The Occupational Therapy Service has successfully presented a number of papers at national and regional conferences to share good practice. We are also working with the Care Services Improvement Partnership to support developments in implementing the National Service Framework for long-term conditions. Our AT Home centre has become an example of best practice, visited by many other local authorities.

Our best practice has also been recognised by the Association of Social Care Communicators, Municipal Journal, the Leonard Cheshire Association, and the Evening Standard.

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Case Study 21

First Route - independent travel project for adults with a learning disability

Background and key issues
In 2003, our Community Link service was formed with a focus to move away from centre-based services and increase community integration for people with learning difficulties. Through our work with partners and carers, it became evident that many of our residents with learning difficulties experienced problems when trying to use public transport in the borough, either through a lack of knowledge of exactly what to do, or through issues caused by the attitudes of the transport operators or other members of the public. The four key principles of “Valuing People” 2001 white paper were rights, independence, choice and inclusion - it was felt that supporting individuals to travel freely would support all of these principles as well as increasing the confidence of the service users. As a result, a Partnership Project was set up to look at what could be done. Membership included the Council, Transport for London, Enfield Police, Arriva (one of our local bus operators), and One to One (a local voluntary organisation for people with learning disabilities).

What we did
We approached the local police to request that they work on the project with us - their input would be to provide support with issues regarding safety whilst using public transport. They agreed to commit officers and Police Community Support Officers to the project.

On one day each month for three months, a double-decker bus and driver donated by Arriva travelled round a circular route in an area of Edmonton. It took roughly 20 minutes to complete the route, and the bus ran this route continually from 10.30am until 2.30p.m. It was staffed by people from all of the partner organisations. Service users got on and off at operational bus stops and worked through scenarios that they might face with the help and support of First Route staff. The bus stopped at the following places -

- Edmonton Green bus station
- Fore Street Edmonton
- Angel Corner Edmonton
- Silver Street Edmonton
- Great Cambridge roundabout
- A10 Great Cambridge Road
- Church Street Edmonton
- Edmonton Green bus station
Outcomes
The initiative resulted in the following successful outcomes –

- we have supported 18 service users to move from Council transport to independent travel
- it provided a safe and supportive environment to increase the confidence of individuals who were anxious about public transport or simply have never used it. It also provided training for staff members on independent travel
- it provide training to service users that would allow them to become travel trainers themselves
- it developed employment opportunities in the area of independent travel for service users
- it encouraged service users to pay travel trainers to support them with their travel needs through personalisation and the use of direct payments, and
- it developed a service for young adults in transition from children’s services to support them to independently travel before accessing adult services.

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Case Study 22

Enfield Council’s Apprenticeship Programme

Background and key issues
Disadvantaged young people in Enfield have difficulty accessing apprenticeships and other learning and employment opportunities. Many of them have either disengaged themselves, been organisationally excluded from education, training or employment, are young people who have left care, or are existing clients of Enfield’s youth offending service.

What we did
Over the last ten years, the Council has been working in partnership with local learning providers such as Southgate College and Capel Manor to provide a range of apprenticeships from business administration to horticulture, catering, hairdressing and sports coaching. Enfield’s apprentices are members of staff and part of the team from day one. We have embedded an apprenticeship culture across our organisation by engaging managers in the recruitment and development of our apprentices. Managers receive training in how to support the apprentices and we have a dedicated placement co-ordinator who acts as a mentor to both managers and apprentices. We also give the apprentices customer services training alongside their corporate induction programme. Enfield is one of only a few local authorities funding this work through monies from the Working Neighbourhoods Fund. The Motive 8 Programme is an innovative personalised programme that combines personal growth, functional skills development and vocational training and accreditation.

After an initial assessment, we develop a personalised action plan and use a range of supportive interventions designed to build self-esteem, self confidence and personal development. This is worked into the curriculum so that participants can undertake work experience or vocational training taster sessions alongside their studies. Our contact does not end when participants have completed their programme. We undertake exit planning to ensure they get a job or a training place with continual support and contact until they become self-reliant or another organisation takes over the support function. There are no specific timescales as the programme is intensely personalised. One participant might need only one to four weeks of support for just a few hours per week, while another may need more weekly hours of support over many months.

Another exemplar programme is the Enfield Work-Out – a feeder scheme for our apprenticeships which gives Enfield’s school leavers four weeks paid work experience.
Outcomes

Enfield’s apprenticeship programme has engaged many young people from traditionally hard to reach groups including several youth offenders and a school leaver who had been made homeless just after leaving school. Over 100 school leavers participated last year and of those, 21 have secured full time apprenticeships with the Council. At Enfield Council, we know that employing apprentices makes sounds business sense. Our apprentices are quick to learn and bring a number of benefits, not only for themselves, but also to the organisation and the people they work alongside. Their youthful enthusiasm and exuberance rubs off on the staff they work with, increasing motivation and bringing new thinking to the teams.

Our recruits working in parks help to fill a skills gap, and whilst experience is a very valuable asset in the horticultural trade, it is important to understand the latest thinking in the horticultural world especially linked to climate change and sustainable planting for new schemes and designs. As well as managing our succession planning, having younger people in the teams also injects a healthy element of competition in terms of who can produce the best results.

It is well known that local authority workforces tend to be older, so our intake of apprentices is lowering the average working age across the organisation and is more representative of our local community. Our apprentices are improving our levels of customer service by giving staff a younger perspective on our community and customers. They are able to advise us on the best ways of reaching young people and can assist with the design and content of our customer information such as leaflets, brochures and web content.

A sense of pride is also instilled in our existing workforce as we take on more disadvantaged young people and they can see the positive contribution that these young people can make to society. “It’s good to watch them grow up. He came as a boy and left as a man,” said one Parks Manager of his apprentice.
Each of the posts on the Enfield Workout scheme supported the Enfield community or helped to improve the local environment, particularly, those where young people were working outside. One team of workout participants completely overhauled an overgrown section of Goughs Park, clearing it of weeds for local residents to enjoy. Every apprentice on our programme achieves an NVQ Level 2 qualification with some going on to achieve Level 3. We also offer specialist qualifications in horticulture, arboriculture and social care.

The apprenticeship scheme is often an apprentice’s first experience of working life. They benefit from learning work ethics, customer service skills, communication skills and how to take responsibility which better prepares them to enter the world of work. 20 year old Sav Michael is an apprentice in the Council’s Democratic Services Team. Sav said, “The best thing about the apprenticeship is sharing experiences with others on the NVQ programme. You can share your experiences of being in different teams and get different perspectives from your peers.”

One young man with learning difficulties secured a gardening apprenticeship with a neighbouring borough while on our Enfield Workout scheme. Another young unemployed person without sight spent four weeks in an administration role at Enfield Education Business Partnership after we bought the necessary voice software to enable him to work.

Enfield Council is achieving great things with a small pot of money and we are planning to build on the success of our current programmes next year. We are fully committed to the London–wide Apprenticeship programme, the target for which is 100 apprenticeships over the next three years. We also expanded our apprenticeship feeder programme – the Enfield Workout with a second cohort of school leavers during the summer.

We will also be looking at expanding the apprenticeship frameworks and are forging close links with local businesses to encourage them to run apprenticeships as part of our E2E (entry into employment) offer, or place our apprentices within their companies upon completion of their apprenticeships with the Council. For example a local building company, Barclay Bros Construction has agreed to run seven apprenticeships this year with our support.

We are also planning to provide further support and guidance to our apprentices to improve their apprenticeship experience, including establishing a special Apprentice of the Year category in the Council’s annual staff awards, and also setting up a support group for managers who have apprentices so that they can share learning and best practice, thereby improving the support given to our young people.

**Contact**

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Case Study 23

Minority Ethnic Staff Group - we are committed to race equality in all we do

Background and key issues
Up to 2003, the Council only had the traditional ways of getting views and opinions from its staff i.e. through formal avenues such as the trade unions and through grievances taken out by individual members of its workforce. It wanted to develop more creative and innovative methods of hearing what staff thought of how they were treated by the organisation, and also getting the views of its employees on the services that the Council provides. MESG also assists and advises the Council in developing opportunities for minority ethnic employees to train, gain promotion on equal basis with other employees and work free from discrimination, harassment and prejudice.

What we did
Enfield Council's Minority Ethnic Staff Group (MESG) was established in October 2003 to form a consultative body of staff from minority ethnic communities to provide opinions, views and advice to the Council on a range of employment and service delivery issues at both strategic and corporate levels. Meetings are held on a quarterly basis. The enthusiastic and lively debates and discussions at the meetings continue to demonstrate a great interest and willingness to try to improve employment and training opportunities for staff from minority groups, and also to improve services for our Black and minority ethnic residents and service users in Enfield.
The Chair of MESG has a place on the Council’s Corporate Equalities Group, and brings issues of concern to be discussed and debated. On a few occasions, the MESG Chair and the Equalities Officer have taken reports for decision to the Council’s Corporate Management Board.

The existence of MESG is publicised in the welcome pack for all new Council staff members, as well as in the formal induction training.

The remit of MESG does not allow for individual casework to be taken up as the traditional avenues to progress this e.g. appraisals, trades unions, grievance scheme etc. still exist. All minutes of meetings and annual reports are made available on the Council’s intranet.

Outcomes
MESG members have offered constructive and positive advice and suggestions to improve Council practices and procedures, particularly in relation to increasing the numbers of BME staff across the organisation and in giving them the skills to apply for more senior positions. We are especially proud of the contribution MESG has made towards working with colleagues in Human Resources to look at issues around the employment and development of BME staff. Our input contributed to the appointment of a Workforce Planning Analyst to produce all the statistics required by legislation.

The Council now regards the Minority Ethnic Staff Group as an invaluable mechanism for consultation and engagement, and we are confident that this will continue. MESG membership now stands at 120+ staff across all departments of the Council. Our annual reports give an outline of our work over the years and the outcomes achieved. MESG provides a model for other staff groups to follow, and since its inception, the Council has established a Staff with Disabilities Action Group that works along similar lines.

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Case Study 24

Staff with a Disability Action Group

Background and key issues
As a result of an online staff survey around disability to gather views of staff on issues to inform the Council’s Disability Equality Scheme, it was established that there was some demand for establishing a group for staff with disabilities similar to the Council’s Minority Ethnic Staff Group. Staff who have a disability are able to discuss and share ideas, and also raise any issues they have concerning their employment. We also asked a similar question in our online staff survey on gender issues, but the response did not indicate there was demand for women’s or men’s groups.

What we did
The SWDAG was established in April 2008, and meetings also now take place on a quarterly basis. The group is aimed at members of staff with a disability. However, all members of staff are welcome to attend the meetings. The purpose of the group is to raise awareness, provide a support mechanism and advice to the Council on a range of relevant issues at a strategic and corporate level. The group has the support of the Chief Executive and the Council’s Corporate Management Board.

Disability awareness events are held twice a year in the staff restaurant to publicise the work of the group.
Outcomes
The group currently has 45 members.

SWDAG have held awareness events for staff to promote the aims and objectives of the group and disability issues in general. Areas of discussion at meetings have included building environments that remove barriers, which means that members of the public and employees can access all services independently.

The group also often has guest speakers who in the past have included Access to Work, and the Royal London Society for the Blind.

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