FAIRNESS FOR ALL

Enfield Council’s Self Assessment against the Excellent Level of the Equality Framework for Local Government

November 2011
Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enfield - the story so far</td>
<td>3</td>
</tr>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Knowing our community</td>
<td>3</td>
</tr>
<tr>
<td>About Enfield</td>
<td>3</td>
</tr>
<tr>
<td>Enfield's Demographics</td>
<td>3</td>
</tr>
<tr>
<td>Ethnicity</td>
<td>4</td>
</tr>
<tr>
<td>Disability</td>
<td>4</td>
</tr>
<tr>
<td>Gender</td>
<td>4</td>
</tr>
<tr>
<td>Age</td>
<td>5</td>
</tr>
<tr>
<td>Faith</td>
<td>5</td>
</tr>
<tr>
<td>Lesbian, gay, bisexual and transgender</td>
<td>5</td>
</tr>
<tr>
<td>Enfield Council's general performance</td>
<td>5</td>
</tr>
<tr>
<td>Our vision and values</td>
<td>6</td>
</tr>
<tr>
<td>Place shaping, partnership and organisational commitment</td>
<td>6</td>
</tr>
<tr>
<td>Enfield Council's organisational structure</td>
<td>6</td>
</tr>
<tr>
<td>Integrating equality into the Council’s work</td>
<td>8</td>
</tr>
<tr>
<td>Our approach to achieving the excellent level of the Equality Framework</td>
<td>8</td>
</tr>
<tr>
<td>Leadership and corporate commitment</td>
<td>9</td>
</tr>
<tr>
<td>Community engagement and satisfaction</td>
<td>12</td>
</tr>
<tr>
<td>Responsive services and customer care</td>
<td>14</td>
</tr>
<tr>
<td>A modern and diverse workforce</td>
<td>16</td>
</tr>
<tr>
<td>Appendix – evidence to support our claim</td>
<td>19</td>
</tr>
</tbody>
</table>

We are committed to equality in all we do.
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Enfield – the story so far

Introduction

1. Enfield Council has continuously improved its performance in tackling inequality since adopting the former generic Equality Standard for Local Government (ESLG) in March 2003. In 2004, the Council reached level one of the Standard. In June 2005, the Council’s Cabinet made a commitment to reach level three of the Standard. In March 2008, we were externally assessed successfully against this level by the Centre for Local Policy Studies. A year later, we were able to self assess at level four corporately, departmentally and across all our services. This equated to the ‘moving towards excellence’ level of the new Equality Framework for Local Government (EFLG) that the then Improvement and Development Agency (IDeA) developed in April 2009.

2. In June 2009, the Council set a target to achieve ‘excellent’ by March 2011. In January 2011, Local Government Improvement and Development (LGID) carried out an informal assessment of Enfield’s performance against the excellent level of the Framework, and concluded that ‘the Council is broadly working at the excellent level of the Equality Framework across all the five themes’. This self assessment seeks to demonstrate how we feel we have done this.

Knowing our community

About Enfield

3. Enfield is a borough with much to offer. Our cultural diversity, heritage and tradition, closeness to central London and proximity to open countryside makes Enfield an exciting place to live, work, study, visit, and do business. It combines Outer London’s green space and prosperous suburbs with industrial, commercial and residential areas undergoing comprehensive economic and social regeneration. However, we face major local challenges, including significant levels of social deprivation, environmental concerns, a rapidly growing population with broadening diversity, high levels of migration in and out of the borough (equivalent to 7% of our population), and increasing demands on infrastructure and services. Added to this, the current economic situation is beginning to impact on the way that we provide services.

4. Enfield is an area of contrasts – to the north and west, large areas of green belt and open space; to the south and east, high rise flats and areas in need of regeneration. Areas of suburban affluence are divided from areas that experience inner city deprivation. The stark contrast is reflected in levels of employment, income, health, life expectancy, housing problems, and living environments. In the 2011 Index of Multiple Deprivation, Enfield was ranked 64th most deprived out of 326 English local authorities.

Enfield’s demographics

5. The paragraphs below give an indication of the demographics of the borough in relation to the protected characteristics recognised by the Equality Act 2010 (previously known as equality strands). However, our work to tackle inequality in Enfield looks far beyond these areas in recognition of socio-economic inequalities that many of our residents experience. This may be due to a lack of employment, educational qualifications, marital status or housing tenure. Our Deprivation Update produced in March 2010 gives the latest update on socio-economic indicators of poverty in Enfield. Our Change Report, published in February 2011, analyses key trend data over the last ten years to inform future policy and strategy development. Our Enfield Update provides a quarterly statistical snapshot on a range
of themes such as the economy, health and crime. Our Demography Briefing published in July 2010 summarises the latest demographic projections for Enfield.

**Ethnicity**

6. Enfield has a total population of 294,900, the fourth highest of the 32 London boroughs. The 2001 Census figure for those residents who classified themselves as non-white British was 38.8%. However, the Council calculates current demographic breakdown figures through analysis of Greater London Authority projections and school roll figures, and our latest projections put this figure at 54.9%. The largest ethnic minority group in Enfield is made up of Cypriots (both Greek and Turkish), who make up 8.7% of the total population. Enfield and Haringey (our neighbouring borough) has the largest Turkish Cypriot population in the country. In 2001, 25% of Enfield’s population were born outside the UK. These figures put Enfield on a par with many other inner London boroughs where the non-white UK proportion of the population is actually in the majority.

7. The diverse nature of the population has significant effects on service provision - for example, in the last full year (2010/11), our Translation and Interpreting Service dealt with 907 requests for translations of written material, and 4,778 requests for interpreting sessions – the bulk of these being for the Turkish language.

8. Latest estimates suggest that around 1,825 asylum seekers came to Enfield in the five years to mid-2009. Home Office statistics show that at least 420 asylum seekers were believed to be resident in Enfield at the end of 2009. It is estimated that up to 2,000 illegal immigrants may also be resident in the borough. In addition, the latest annual National Insurance figure for registered migrant workers stands at 7,120. Between April 2004 and September 2010, the total number of National Insurance registrations from all foreign nationals was 39,550, many of whom were Polish.

9. In terms of migration out of Enfield, the Office for National Statistics suggested that 1,558 residents moved to countries outside the UK in 2008/9 (latest figures available).

10. Our Ethnicity Update published in May 2010 explains and compares the various sources of information about the ethnicity of Enfield’s residents. It also shows significant increases in the numbers of Somali, Kurdish and Turkish residents between 2001 and 2009

**Disability**

11. Our latest projections estimate that 16.1% of Enfield’s population have a disability or long-term illness that limits their daily activities – that is the equivalent of one in every six or seven people. Experts however feel that this is likely to be an underestimate of the true figure as many people do not like to classify themselves as disabled. The number of ‘entitled cases’ for Disability Living Allowance has risen in Enfield over the last four years from 10,270 to 11,730. In the same period, the number of people entitled to Attendance Allowance rose from 6,460 to 6,830, and Carer’s Allowance from 1,840 to 2,480.

**Gender**

12. There is very little difference in the percentages of the total figures for males and females in the borough – latest figures suggest that 51.5% of Enfield’s population is female and 48.5% is male

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Age

13. There are currently several different definitions of ‘older people’ – figures indicate that 12.9% of our population is over the age of 65 (the equivalent of one in every eight people). However, if we adopt the definition of older people being those aged 50 and over, the percentage rises to 28.5% (the equivalent of one on every four people). By 2020, it is predicted that a quarter of the population of the European Union will be over the age of 65. Growth in the 65 plus age group in Enfield will accelerate – the increase could be 27% over 20 years. At the younger end of the age scale, 26.5% of Enfield residents are under 19, with 20.5% below the age of 15.

Faith

14. It is perhaps not surprising that the most common faith or belief of Enfield residents is Christian. 2001 Census figures calculate this at 63.2%. However, the second most popular faith or belief stated in Census returns was those people who say they have no faith or religious belief – 12.3%. The third most common faith was defined as Muslim at 9%. However, market research and the school census data on ethnicity both indicate that the Muslim proportion will have increased substantially since 2001.

Lesbian, gay, bisexual and transgender

15. It has always been difficult to gather firm figures for members of the lesbian, gay, bisexual and transgender (LGBT) community because of the stigma felt by some to be attached to defining oneself as belonging to that community, along with the fact that the direct question has not been asked in the Census. However, lifestyle surveys in the past have suggested that 6.3% of men and 5.7% of women have at some stage had partners of the same sex. Stonewall feel that this is an underestimate and puts the figure at around 10%. A recent survey of 250,000 people by the Office for National Statistics puts the national figure at between 1% and 2% of the population – this means that around 4,300 people in Enfield could belong to the LGB community. It is also estimated that the figure of transgender people nationally stands at around 2,000.

Enfield Council’s general performance

16. The Coalition Government is overseeing a fundamental shift of power away from Westminster to councils, communities and homes across the nation. This focus on decentralisation has resulted in the abolition of the Comprehensive Area Assessment; disbanding of the Audit Commission and its regulation and inspection framework; and the end of central monitoring of targets associated with the Local Area Agreement and National Indicator Set. Consequently, there have been no recent external judgements of the Council’s performance.

17. The Annual Audit Letter 2009/10 reported that auditors issued an unqualified opinion on the Council’s 2009/10 accounts, confirming that they represented a ‘true and fair view of the Council’s financial affairs at March 2010 and of its income and expenditure for the year. There was also a positive Value for Money judgement, which assessed that the Council had ‘made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31st March 2010.’

18. Leadership from councillors and managers continues to be good. Performance is monitored well using a clear performance management framework that includes service planning, individual reviews of staff and financial management.
Our vision and values

19. In the local elections in May 2010, the Conservative majority was overturned by a new Labour administration. 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 is 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 need to be made. Strong community leadership and a clear and consistent message is required.

20. The ambitions of the new administration include –
   • to bring new energy and focus to our 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, including children and young people, older people and those with disabilities
   • to listen to what local people are telling us and provide strong community leadership to address the issues that matter
   • to tackle financial challenges with determination, retaining our focus on quality value-for-money, and targeting investment where it is most needed. The administration will not walk away from our commitment to protect the vulnerable and address inequality, and will do all it can to protect the front-line services that matter to local people
   • to work in partnership with neighbouring councils, the voluntary sector, other agencies and the community as part of a team working towards a shared vision.

21. The Council is committed to three strategic aims that 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. We will listen to and understand the needs of all our communities.
   **Growth and sustainability** – we will help Enfield reach its full economic potential, and harness the potential that exists in our borough to build a strong and sustainable future for our residents, environment and economy. We will support local businesses forge a new relationship with employers, and attract investment to increase jobs and business growth. 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 including decisions about devolved budgets. We will be open and accountable, communicate more effectively and show community leadership in championing the needs of Enfield.

Place shaping, partnership and organisational commitment

Enfield Council’s organisational structure

22. The Council is currently made up of the Chief Executive’s Unit and five service departments.

23. The **Chief Executive’s Unit** comprises the Chief Executive Team, the Communities, Communications, Policy and Performance Division, and our Human Resources Division. The Unit has a significant role in embedding and promoting the Council’s values and priorities, supporting services to achieve

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excellence, promoting partnership working, and enhancing the Council’s engagement with our residents and diverse communities.

24. The **Environment Department** is crucial to addressing the environmental and community concerns of local people throughout Enfield. Specific areas of work are waste management, street cleansing, highways and transportation, climate change, parks and open spaces, greening the urban environment, parking, regulatory services including trading standards, and community safety.

25. The **Finance, Resources and Customer Services Department** is the first point of access to most of the Council’s customers. It also provides many advisory and enabling services to colleagues elsewhere in the Council. Many of these responsibilities are backed by legislation or policy and procedure. As well as leading the Council’s transformation programme, the department works with service managers to bring about step change in service delivery through effective use of IT, the effective use of resources, and by ensuring services are competitive and delivering Value for Money. The services include -

- Financial Services
- Legal Services
- Property Services
- Corporate Governance, including Democratic Services and Electoral Services
- Customer Services, Information and Transformation
- Procurement
- Revenues Collection and Benefits Payment

26. The **Health, Housing and Adult Social Care Department** includes Community Housing and Public Health as well as Adult Social Care. The department is committed to providing high quality public health, social care and housing services. We want local people to live healthy, independent lives in good quality affordable homes that meet their diverse and changing needs. Our vision is to make services more personalised, more preventative and more focused on delivering the best outcomes for those who use them. We encourage partnerships between individuals, communities, private and voluntary sectors, the NHS and the Council.

27. The **Regeneration, Leisure and Culture Department** consists of the following service areas -

- Culture
- Heritage and Urban Design
- Leisure
- Libraries and Museums
- Neighbourhood regeneration
- Planning Policy
- Sustainable Communities

The purpose of the department is to deliver across the following cross cutting agendas -

- to deliver the strategic direction for new business development, regeneration, transport, leisure, culture housing and development priorities of the Council and its partners.
- to develop innovative and creative solutions by developing sustainable communities via carefully planned and executed master plans.
- with colleagues across the learning sector, to equip residents with higher level skills to develop, access and compete in new economic sectors.
- to retain talent, both in terms our teams, residents and businesses, by making Enfield a place where people are inspired to live, learn, visit, invest and grow their businesses.
- to improve the life chances of our most deprived residents by developing and supporting the capacity of people to fully realise their potential and recognising the unique opportunity that arises from Enfield’s diversity.
- to understand and develop Enfield’s role within the global economy by recognising and exploiting the international opportunities, challenges that already join our business and residents with others across the world.

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28. The **Schools and Children's Department** is responsible for the strategic planning, co-ordination and provision of services for children and young people aged between 0 and 19 years. We want our children to be safe from harm, have fair access to top quality educational opportunities and enjoy positive activities. They should have the best start in life and make healthy choices that enable them to achieve their potential and make a successful transition to adulthood. As the lead body of the Enfield Children's Trust, the department promotes the cooperation of partners to support better outcomes for children and young people.

**Integrating equality into the Council's work**

29. Equality is the business of everyone who works for, and represents, the Council. We are committed to integrating and mainstreaming equalities into the way we provide services to all our customers, and employment and training opportunities to all our employees. We believe that our service managers have responsibility for ensuring equality is built into service provision in the same way as they have responsibility for finance and health and safety matters. As a result, we do not have a team of equality specialists at the corporate centre of the organisation. Instead, we have an Equalities Officer within the Chief Executive’s Unit who co-ordinates our equalities work, and advises managers on corporate initiatives and our statutory obligations. At the same time, he works closely with colleagues in Human Resources who provide a similar role in relation to employment and training equality issues.

30. The Leader of the Council is keen to ensure that all members of Enfield’s communities do not suffer discrimination or harassment, and receive equality of opportunity and access to services. The Cabinet Member for Community Cohesion and Capacity Building in the Third Sector, Councillor Christine Hamilton is the lead elected member for all equality issues, and the senior corporate officer lead is James Rolfe, the Director of Finance, Resources and Customer Services. He chairs the Council’s Corporate Equalities Group (CEG) whose membership comprises the officers with corporate responsibility for equalities mentioned above, plus representatives from each service department who play a supporting, co-ordinating and advisory role. Other officers with responsibility for corporate areas such as learning, development and communications also attend, as well as representatives from local trade unions and Enfield Homes. The primary duties of CEG are to ensure that the Council meets all its statutory obligations around equalities work, to support managers to achieve improved levels of performance, and to promote equality and diversity across the organisation.

**Our approach to achieving the excellent level of the Equality Framework**

31. The Council chose to adopt a similar approach to measuring its performance against the EFLG as we had done previously with the Equality Standard. Work around equalities is either done at an overall corporate level applying across the organisation, or at the basic service level closest to the customer. Therefore templates of questions to reflect each individual requirement of the Framework were devised to be answered corporately, or by each service as appropriate. The corporate questions were answered by the Equalities Officer, and the remaining service questions were allocated to individual service managers. Across the Council, there are around 100 discrete services – some of these worked together where appropriate to provide a joint response. Training sessions were held and guidance issued to explain what managers were required to do. In addition, more detailed meetings were held with individual managers who needed more advice and support. Managers were asked to identify evidence to demonstrate that their service met each requirement of the Framework. They were also asked to state what stakeholders and customers felt about their performance, and also what the outcomes were for our customers. Finally they were asked to allocate a score against each requirement, and, where applicable, identify any actions that the service needed to carry out to improve their performance.

32. Our focus throughout this complex process was to ensure that we could provide concrete tangible and measurable outcomes for all our customers, service users and residents. Our Equalities Officer is an

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Leadership and corporate commitment

33. As the largest employer in the borough, and as an organisation that has an impact on everyone who lives, works, studies in or visits Enfield, we believe that we should set the best possible example in terms of promoting equality, combating harassment and discrimination, and promoting good relations and community cohesion. We take our role as community leader very seriously.

**OUTCOME - THE COUNCIL SETS HIGH STANDARDS TO ENSURE THAT RESIDENTS RECEIVE FAIR AND EQUITABLE TREATMENT**

34. The Council’s Valuing Diversity and Equal Opportunities Policy ‘Enfield – Equal Opportunity for All’ lays down our vision for equality and provides a basis for everything we do. It is regularly revised to ensure that our legal responsibilities are included, and to keep abreast of current developments. We consult with partners from the voluntary and community sector (VCS) who represent the various strands of equality each time we revise the Policy.

**OUTCOME – OTHER SECTORS ARE ABLE TO INFORM AND INFLUENCE THE COUNCIL’S WORK**

35. We recently expanded our Council Community Cohesion Strategy to become a partnership-wide strategy ‘Enfield Together’ that brings together all the initiatives being undertaken across the Council and all its partners. This involved a comprehensive consultation exercise with a wide range of VCS, public and private sector partners.

**OUTCOME – STAKEHOLDERS INFLUENCED OUR STRATEGY TO PROMOTE COMMUNITY COHESION**

36. The Council’s Corporate Equality and Diversity Action Plan covers the period from 2010 to 2014, and was devised after extensive consultation with our voluntary and community sector partners. It uses subject headings borrowed from the EFLG in order to achieve consistency and continuity across the range of equalities work undertaken by the Council. The Corporate Equalities Group monitors the performance of the Plan, which is recorded on Covalent, the Council’s performance management system.

**OUTCOME – OTHER SECTORS ARE ABLE TO INFORM AND INFLUENCE THE COUNCIL’S WORK**

37. Each year, we publish a generic Equality and Diversity Scheme Annual Report that covers all equality strands. The Report is made available in community languages and formats such as Braille, large print and audiotape on request.

**OUTCOME – DETAILS OF OUR PERFORMANCE ARE MADE AVAILABLE FOR SCRUTINY TO ALL INTERESTED PARTIES**

38. In 2006, Enfield decided to bring together the need to conduct impact assessments for race, disability and gender (as required by the legislation at that time) with the then forthcoming requirements to do the same for age, faith and sexual orientation into a single comprehensive assessment template questionnaire. We developed draft templates for both retrospective and predictive equality impact assessments through thorough examination of the various codes of practice and through consultation with voluntary and community sector partners. This was then checked against versions adopted by
other local authorities who had achieved higher levels of the ESLG. We later revised the templates to include reference to tackling the recently defined new protected characteristics listed in the Equality Act, and also addressing socio-economic inequality. We list all equality impact assessments undertaken in our Equality and Diversity Scheme Annual Report. The Council has decided that continuing to use equality impact assessments/equality analyses is the best way of evidencing that we are meeting the requirements of the new Public Sector Duty.

OUTCOME – MEASURING THE IMPACT OF CURRENT AND PROPOSED SERVICES ON DIFFERENT GROUPS INFORMS EFFECTIVE SERVICE PLANNING

39. Our service planning processes emphasise the importance of equality issues, as well as developing effective engagement plans. Managers report on progress around equalities, and list any outstanding actions that have not yet been achieved in each year’s service plan. All services are required to state their current position against the Equality Framework.

OUTCOME – EQUALITY AND DIVERSITY IS REGARDED AS VITAL FOR SERVICE PLANNING AS BUDGET AND HEALTH AND SAFETY ISSUES

40. The Council works very closely with a range of local organisations from the voluntary and community sector with an interest in equality and diversity. These include Enfield Racial Equality Council, Enfield Disability Action, Enfield Women’s Centre, Age UK Enfield, the Enfield Over-Fifties Forum, the Enfield Lesbian, Gay, Bisexual and Transgender Network, and the Enfield Faith Forum. Many of these bodies provide services on behalf of the Council through partnership arrangements such as grant funding or service level agreements. They also act as ‘critical friends’ to ensure that the authority is promoting equality of opportunity, combating discrimination and harassment, and fostering good relations between the different communities that make up Enfield’s population.

OUTCOME – THE COUNCIL HAS STRONG WORKING RELATIONSHIPS AND PARTNERSHIPS WITH UMBRELLA ORGANISATIONS THAT REPRESENT HARD-TO-REACH COMMUNITIES

41. We take our community leadership role extremely seriously, particularly in relation to the work of the Enfield Strategic Partnership (ESP). The Partnership is keen to ensure that its work impacts positively on the diverse communities that make up Enfield’s population, and that it is effectively engaging with all sections of Enfield’s residents. All partners from the public, voluntary, community and private sectors are involved and are committed to making Enfield a healthy, prosperous, cohesive community living in a borough that is safe, clean and green. The ESP’s vision outlined in Enfield’s Future – A Sustainable Community Strategy for Enfield 2009-2019, has the needs of the community at its heart and seeks to improve the borough for the benefit of all. All partners agreed an Equalities Framework Statement that describes the ESP’s vision on equality and diversity, and an ESP Equalities Action Plan that all partners have signed up to.

OUTCOME – ALL LOCAL PARTNERS SHARE THE SAME EQUALITY OBJECTIVES

42. The Enfield Strategic Partnership established the Enfield Observatory, which is a one-stop shop for data, statistics and research about the London Borough of Enfield. It is the result of the working partnership between the Council and partner organisations. The information is available to members of the public to use through the Council’s website. As a result of the ESP Review, it was agreed that partners could not maintain the level of funding required to support the Enfield Observatory as a separate function. It was therefore decided that the information and statistical data from the Enfield Observatory will be moved and stored on Enfield’s Website and Intranet site (Enfield Eye). This will help retain the valuable information currently stored on the Observatory and will provide a facility to share expertise, knowledge and statistics in the future.

OUTCOME – ALL PARTNERS AND OTHER STAKEHOLDERS HAVE ACCESS TO THE KEY INFORMATION THEY NEED TO PLAN AND DEVELOP SERVICES

43. Enfield’s Older People’s Strategy was launched in October 2006 at a conference day held with all local stakeholders that followed extensive consultation. The Older People’s Thematic Action Group is

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The current Strategy - ‘Healthy Aging in Enfield’ is currently being drafted and will go out for consultation in summer 2011 for a targeted launch at the Older Persons Conference in late 2011. The Strategy will focus on five key areas of -

- Healthy Aging, Prevention and Keeping Active
- Personalisation and Independent Living
- Leisure, Culture and Access
- Empowering Older People, Community Involvement and Feeling Safe
- Employment, Life-Long-Learning and Volunteering

**OUTCOME – THE COUNCIL AND OTHER PARTNERS WORK TOGETHER TO MEET THE NEEDS OF THE GROWING ELDERLY POPULATION**

44. The Council’s Community Safety Unit has worked with the Police and voluntary sector partners to set up an Enfield Hate Crime Forum to deal with all incidents of hate crime. Cases are reported to the Enfield Hate Crime Case Management Panel to determine if any further action is needed, either in terms of dealing with perpetrators or supporting victims. The Forum hosts three public awareness events a year – a particularly notable example was in February 2008 when it hosted a well-attended conference entitled ‘Hate Crime Tackled’ with keynote speakers from the Muslim Council of Britain talking on misunderstanding Islam and the Institute of Race Relations on the effect of community cohesion on racism. The Enfield Hate Crime Forum has also launched a disability working group to look at the low number of hate crime reports against people with learning disabilities. During 2008, the Enfield Hate Crime Forum highlighted that young people were being over-represented as suspects. To tackle this, the Forum launched a number of initiatives aimed at engaging young people and improving their understanding of community cohesion and resisting hate crime. Examples of these initiatives include the “Win a Wii” competition targeted at the borough’s schools, our Power of Dreams talent event for our young people and active encouragement of young people attending our the public hate crime awareness events. Following this continued activity, we re-profiled our hate crime incidents in 2010 and this has shown a significant drop of 33% in the number of young people being represented as suspects in hate crime incidents.

**OUTCOME – RESIDENTS HAVE MORE CONFIDENCE THAT HATE CRIME ISSUES ARE DEALT WITH EFFECTIVELY**

45. To celebrate the European Year of Equal Opportunities for All in October 2007, we organised an evening event for all local stakeholders that focused on a Question Time style debate around the themes of the year – rights, respect, recognition and representation - with representatives of all voluntary and community sector partners with an interest in equality. Around 50 people attended. In more recent years, we have held a ‘Meet the New Cabinet Member event at Community House (our local voluntary and community sector headquarters), and a very well attended ‘Working towards Racial Equality in Enfield’ community conference. The Council has also worked with Enfield Racial Equality Council (EREC) to stage two events focusing on Human Rights issues that centred on the Council re-dedicating its commitment to the principles in the Universal Declaration. In November 2010, the Council hosted a conference ‘Our Community, Our Council’ for BME voluntary and community sector partners to encourage continued engagement at a time when resources are severely challenged. In March 2011, we took part in a networking event staged by EREC in the Mayor’s Parlour at the Civic Centre to raise the awareness of minority VACS organisations about EREC’s and the Council’s work on racial equality.

**OUTCOME – THE COUNCIL WORKS ACTIVELY WITH PARTNERS TO PROMOTE EQUALITY AND HUMAN RIGHTS**

46. In partnership with Enfield Racial Equality Council, we support a programme of activities to celebrate Black History Month in October each year. A steering group of a range of local stakeholders from a range of sectors works to plan a variety of events designed to promote an understanding of Black history, and to promote good relations between different communities within the borough. Each January, the Council hosts a Holocaust Memorial Day event to commemorate the anniversary of the liberation of Auschwitz. The annual event is attended by over 100 members of the Jewish and other faiths.

We are committed to equality in all we do.
Community engagement and satisfaction

47. The Enfield Strategic Partnership has published an ‘Engagement Framework’ and ‘Engagement Toolkit’ that demonstrate partners’ commitment to effective community engagement. In Enfield, significant engagement is carried out across the ESP – sometimes this will involve a single organisation engaging residents, but on other occasions, there are joint engagement activities attracting a range of participants. Many engagement activities are co-ordinated by people with varying levels of knowledge, experience and skills. The Toolkit is of assistance to practitioners and others interested in community engagement by providing a single resource of information, best practice and guidance.

**OUTCOME – AS WELL AS IDENTIFYING GOOD PRACTICE, CO-ORDINATED CONSULTATION AVOIDS DUPLICATION FOR OUR CUSTOMERS**

48. A Citizens’ Panel of people living in Enfield was set up in 1999 and comprised over 1300 people - a cross section of all residents across all communities. Invitations were sent out to over 25,000 households in Enfield in early 2010 to refresh the membership. The invitations asked residents if they would like to be a member of the new Enfield Residents’ Panel. The surveys of the Panel do not deal specifically with equality issues as they attempt to gain views from the whole community. However, they are analysed by equality strands to highlight particular views of different communities. They also track and assess the levels of overall satisfaction with the Council, local concerns, and satisfaction with individual services.

**OUTCOME – SURVEY RESULTS CAN IDENTIFY IF ANY PARTICULAR COMMUNITIES FACE ISSUES WITH USING SERVICES**

49. We also have used IPSOS MORI to organise and run smaller focus groups with both members of the public and representatives from local organisations to look in more detail at specific themes e.g. to inform the content of the action plan in our Gender Equality Scheme, and to get the views of specific communities e.g. Congolese and Ghanaian, on Council services.

**OUTCOME – EXTERNAL CONSULTATION SPECIALISTS OFTEN HELP IDENTIFY AND ARTICULATE MATTERS OF CONCERN TO RESIDENTS THAT THEY MIGHT OTHERWISE FIND DIFFICULT TO MAKE KNOWN TO THE COUNCIL**

50. The Council has also worked with nationally-recognised specialist consultants such as Churchill, Minty and Friend to hold focus groups looking at issues around disability equality. The findings of those groups informed our original Disability Equality Scheme action plan.

**OUTCOME – SPECIALISTS IN DISABILITY ISSUES OFTEN HELP IDENTIFY AND ARTICULATE MATTERS OF CONCERN TO RESIDENTS WITH DISABILITIES**

51. In February 2010, the ESP held a community conference at a local school on ‘Tackling Inequality in Enfield’ at which around 150 people from local community groups and members of the public presented their views to officers from local public sector bodies about how services could become more accessible and easier to use. Over 100 ideas and suggestions to improve equality across Council, health, police, fire and voluntary services in Enfield were set out in the conference report, along with responses from each relevant body stating what action they have taken or plan to take.

**OUTCOME – INTERESTED STAKEHOLDERS CAN BRING ISSUES OF CONCERN TO THE ATTENTION OF PUBLIC SECTOR BODIES IN THE BOROUGH**

52. The Enfield Strategic Partnership provides funding for a Youth Engagement Panel (YEP) that was set up by Enfield Police after five murders in Edmonton in early 2008 to prevent, deter and support young
people from getting involved in knife crime, especially young Black males. Fifteen young people from the Edmonton area were trained up in basic youth work and conflict resolution issues to get them to go back into their communities to steer youngsters away from knife crime through communication and interaction. The Panel set up six fortnightly drop-in centres in schools, colleges and youth centres across the borough. A session is also held at the Council’s Pupil Referral Unit. It also runs workshops that aim to deliver programmes to bridge gaps between public agencies and young people, and also provide signposting and referrals to organisations in the voluntary sector. It has a website – www.yepenfield.com – and has also opened a music studio in one of our youth centres to divert young people away from crime. It also carries out detached work visiting Council estates talking to groups of youngsters. Members of the panel are aged between 17 and 27 – some are ex offenders, some have been victims of crime, and many knew some of the teenagers who were murdered.

**OUTCOME – YOUNG PEOPLE ARE DIVERTED AWAY FROM CRIME AND ANTI SOCIAL BEHAVIOUR**

53. The Leader of the Council and the Chief Executive continue to meet with representatives from individual voluntary and community sector groups to discuss specific concerns about services to members of their particular communities.

**OUTCOME – REPRESENTATIVE VOLUNTARY SECTOR GROUPS HAVE A FORUM FOR IDENTIFYING NEEDS AND DISCUSSING EQUALITY ISSUES WITH THE COUNCIL**

54. The Council holds regular quarterly meetings with Enfield Racial Equality Council (EREC). The main aim of the meetings is to discuss a range of relevant issues of interest to black and minority ethnic residents in Enfield, and provide opinions and advice to the authority.

**OUTCOME – REPRESENTATIVE VOLUNTARY SECTOR GROUPS HAVE A FORUM FOR IDENTIFYING NEEDS AND DISCUSSING EQUALITY ISSUES WITH THE COUNCIL**

55. The implementation of the Council’s Access to Services Strategy has already vastly 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.

**OUTCOME – CUSTOMERS ARE ABLE TO ACCESS SERVICES MORE EASILY AND IN A VARIETY OF WAYS**

56. Consulting with all stakeholders is vital in determining and meeting the needs of all our customers. In terms of the Council being the largest local employer, we regard our staff as being one of the most important stakeholders with whom we need to consult.

**OUTCOME – STAFF HAVE A VARIETY OF WAYS TO GET INVOLVED IN DISCUSSING EQUALITY ISSUES**

57. We have a very active Minority Ethnic Staff Group with around 120 members. The main aim of the group is to form a consultative body of minority ethnic staff within the Council, and to provide opinions and advice to the authority on a range of relevant issues at a strategic and corporate level. The MESG 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. It also works to improve the delivery of Council services fairly to all Enfield’s communities. MESG meets on a quarterly basis, and publishes an annual report that outlines progress made during the previous year.

**OUTCOME – STAFF FROM DIFFERENT ETHNIC GROUPS HAVE A FORUM TO DISCUSS CONCERNS**

58. 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 MESG above. The Staff with Disabilities Action Group was set up in 2008, and meetings now take place on a quarterly basis. Staff who have a disability are able to

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We are committed to equality in all we do.

discuss and share ideas, and also raise any issues they have concerning their employment. Disability awareness events are held twice a year in the staff restaurant to publicise the work of the group.

**OUTCOME – STAFF WITH DISABILITIES HAVE A FORUM TO DISCUSS CONCERNS**

59. Every two years between 2004 and 2008, we ran a staff survey that examined a range of issues and concerns. One of the sections asked for views on equality and diversity. Resulting actions were also integrated into the Corporate Equalities Action Plan. From 2008, this was replaced by taking part in the Sunday Times ‘Best Places to work in Public Sector’ Survey. 1600 randomly-picked staff from Enfield are asked for their views.

**OUTCOME – VIEWS OF STAFF CAN INFLUENCE EQUALITIES PRACTICE**

60. Our Communities Team provides support to voluntary organisations in the borough, in particular to Black and Minority Ethnic organisations, around capacity building and access to services. Regular sessions are held for the Bangladeshi and Turkish communities.

**OUTCOME – VOLUNTARY GROUPS REPRESENTING DIVERSE COMMUNITIES RECEIVE HELP FROM THE COUNCIL**

61. Our relationship with our voluntary and community sector partners has improved through the development of our Voluntary and Community Sector Compact. This provides a firm framework for partnership working and was one of the first such compacts agreed in London. Our work in this area has been praised in Parliament for its innovative approach by the Compact Working Group Secretariat. A Compact Review Board ensures that the Compact is kept up to date, and acts to resolve any conflicts that may arise.

**OUTCOME – THE COMPACT ENSURES THAT FAIRNESS IS A CONSTITUENT PART OF THE RELATIONSHIP BETWEEN PARTNERS FROM DIFFERENT SECTORS**

62. The Council works closely with Enfield Police to run a local Faith Forum that brings together leaders from many of the faiths in the borough. One of the aims of the Forum is to promote partnership working across faith groups and to develop increased awareness of the different faiths that exist in the borough.

**OUTCOME - FAITH LEADERS REGULARLY DISCUSS ISSUES OF INTEREST AND CONCERN WITH REPRESENTATIVES OF ALL LOCAL PUBLIC BODIES**

63. The Council’s Overview and Scrutiny Committee receives regular updates on progress against the Equality Framework for Local Government. Progress reports are also given to Cabinet, the Council’s Corporate Management Board, and the senior managers’ forum. In addition, general presentations on equalities are offered and made to both political group meetings.

**OUTCOME – SENIOR OFFICERS AND ELECTED MEMBERS ARE KEPT ABREAST OF EQUALITY INITIATIVES**

### Responsive services and customer care

64. Further examples of achievements made by individual services are described in ‘Quality Service Outcomes for our Customers’. Listed below are achievements delivered that are of a corporate cross-cutting nature.

65. As part of our Access to Services 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.

**OUTCOME – SERVICES ARE PROVIDED CLOSER TO THE CUSTOMERS WHO NEED THEM**
We are committed to equality in all we do.

66. The Council’s telephone Customer Service Centre operates 24 hours a day, seven days a week on 0208 379 1000. The Centre accesses the Translation and Interpreting Team on behalf of telephone callers who may prefer to use their own community language whenever required. Many staff within the Council’s Contact Centre are able to speak more than one language.

**OUTCOME – CUSTOMERS WITH LANGUAGE ISSUES RECEIVE ASSISTANCE TO ACCESS SERVICES**

67. Our Translation and Interpreting Team can arrange for emergency interpreters or use an interpreter via the telephone. We will identify needs and arrange an appointment with a professional interpreter at another time.

**OUTCOME – CUSTOMERS WITH LANGUAGE ISSUES RECEIVE ASSISTANCE TO ACCESS SERVICES AT ANY TIME OF DAY**

68. Currently, over 84% of our buildings open to the public are accessible to disabled people. So far, over £3m has been committed to improving access to our buildings.

**OUTCOME – CUSTOMERS WITH DISABILITIES FIND IT EASIER TO USE OUR BUILDINGS**

69. We have a customer complaints scheme that complies with the best practice guidance contained in the Local Government Ombudsman’s “Guidance on Running a Complaint System” comprising the six principles of accessibility, communication, timeliness, fairness, credibility and accountability. Reporting any instances of upheld complaints with a significant equalities dimension to Corporate Equalities Group happens twice yearly.

**OUTCOME – ANY COMPLAINTS ABOUT EQUALITIES ISSUES CAN INFORM ORGANISATIONAL LEARNING**

70. We began asking for information about our customers at the point of service several years ago. This helps us to meet any special needs that customers may have. Currently we monitor most services for ethnicity, disability, gender and age. Some services, particularly in social care, monitor for sexual orientation and faith where it is part of a comprehensive care package and allows us to meet all the needs of customers for whom we have a caring responsibility. We have produced a simplified explanation for customers of the benefits of giving us this type of information so that it allows us to continuously improve our services. We continuously review our monitoring categories. It is impossible to judge whether our services are reaching all members of the community without monitoring service take-up. We now monitor a wider range of services than we ever have done before in order to effectively plan and develop services for the future. We do this on an annual basis by asking managers to –

- identify the main findings arising from analysing the data
- list what actions they plan to take as a result
- identify any problem areas, and
- promote areas of best practice in their service areas that could be transferable across the organisation.

The results are then presented to the Corporate Equalities Group, the Corporate Management Board, and also to the regular meeting we have with Enfield Racial Equality Council. It is also circulated to other key umbrella VCS organisations with an interest in equality issues. We also issue regular guidance to managers on monitoring their services.

**OUTCOME – GAPS IN SERVICE PROVISION ARE IDENTIFIED**

71. In order to assist managers in analysing their service monitoring information, we produce annual baseline demographic projections that are made available on Enfield Eye (the Council’s Intranet). Managers use these to compare service take-up with the different communities that make up Enfield’s population. In recognition that the figures from the 2001 Census are completely out of date, our projections use school roll and Greater London Authority data to give more useful statistics on ethnicity, disability, age, gender and faith. The latest projections are also published in our Equality and Diversity Annual Report.
72. The issue of asylum seekers is an emotive one that has caused some concern to residents of the borough. A Joint Scrutiny Commission, made up of both Conservative and Labour councillors, was set up in 2003 to establish the facts about asylum seekers in Enfield and dispel many urban myths that had built up around asylum seekers. Following this initiative, the Council worked in partnership with the Enfield Primary Care Trust to publish a ‘Guide for Asylum Seekers and Refugees in Enfield’ that gave details of local health and council services. Making extensive use of graphics, the guide was the first of its kind in the country, and has received several commendations.

**OUTCOME – MANAGERS ARE AWARE OF DEMOGRAPHIC CHANGES TO HELP IN SERVICE PLANNING AND DEVELOPMENT**

**OUTCOME – NEW RESIDENTS CAN EASILY FIND ALL THE INFORMATION THEY NEED ABOUT SERVICES**

73. We have recently updated and published a new edition of the Older Person’s Essential Guide, packed full of information about everything residents over 50 need to know to access services in Enfield. Free copies can be collected from all Council offices, libraries and Age UK Enfield.

**OUTCOME – OLDER PEOPLE CAN FIND ALL THE INFORMATION THEY NEED IN A SINGLE GUIDE**

74. Equalities criteria are included in the authority’s Corporate Procurement Regulations. Our standard terms and conditions include a clause on discrimination specifically suggested by central government. Our Pre Qualification Questionnaire (PQQ) requires all suppliers to provide basic equality criteria. We are also looking at adopting a collaborative online PQQ solution that will ensure ongoing updates required as a result of any new legislation, and enable us to capture data on all of our suppliers as to their workforce make-up.

**OUTCOME – CUSTOMERS SERVED BY CONTRACTORS KNOW THAT THE PROVIDERS MEET PRESCRIBED EQUALITY STANDARDS**

75. Our Corporate Procurement Team provides advice and guidance to services and departments on the contract management process and practices. The setting of criteria or ongoing monitoring is addressed at a service level.

**OUTCOME – EQUALITIES ISSUES ARE A CONSTITUENT PART OF THE PROCUREMENT PROCESS**

76. In terms of providing advice and guidance to contractors, our Corporate Procurement Team provides a link within the Selling to Enfield Guide. Information on equalities for contractors has been placed on the Council website. The Equalities Officer advises managers on PQQ returns provided by contractors.

**OUTCOME – EQUALITIES ISSUES ARE A CONSTITUENT PART OF THE PROCUREMENT PROCESS**

77. The Council is continuously reviewing the ways in which we recruit staff to make our jobs more accessible for people from a variety of backgrounds. Our monitoring figures show that the percentage of staff employed who come from Black and Minority Ethnic communities almost matches the percentage of economically active BME residents in Enfield. Banner advertising stating that Enfield is an equal opportunities employer appears in ethnic press publications that we use for recruiting.

**OUTCOME – OUR WORKFORCE REFLECTS THE MAKE-UP OF THE LOCAL POPULATION**

78. We continue to welcome job applicants who can speak several languages for any front-line positions, in order to assist customers whose first language is not English.

*We are committed to equality in all we do.*
OUTCOME – CUSTOMERS FACING LANGUAGE BARRIERS ARE HELPED TO ACCESS THE SERVICES THEY NEED

79. Our Learning and Development Team continuously reviews our portfolio of training courses to ensure that equalities and diversity is included by all providers and embedded into training material. Our training contract for external providers includes a requirement to comply with equality legislation and the Council’s Valuing Diversity and Equal Opportunities Policy. Copies of the Policy and the Code of Conduct for Council Staff are sent to the consultants together with the contract, to ensure appropriate reference is made to them when undertaking work for the Council. Elected members are regularly kept abreast of equality developments through specific training offered to political group meetings.

OUTCOME – TRAINING CONSULTANTS USED BY THE COUNCIL ARE FULLY AWARE OF THE COUNCIL’S EQUAL OPPORTUNITIES POLICY

80. Our Enfield Leadership Programme continues to promote and prioritise applications from aspiring and existing Black and Minority Ethnic, and women, managers. We also run a separate ‘Women into Management’ training programme. Both initiatives seek to address the current under-representation of BME and female staff at senior levels in the organisation.

OUTCOME – THE COUNCIL IS ADDRESSING UNDER-REPRESENTATION AT SENIOR LEVELS WITHIN THE ORGANISATION

81. We have included awareness of diversity and equality issues in the induction training for all our new staff. Equality features strongly in all training activities.

OUTCOME – ALL NEW STAFF ARE ADVISED OF THEIR RESPONSIBILITIES AS COUNCIL EMPLOYEES

82. We have carried out training sessions for managers outlining how they can ensure that all customer equalities issues are contained within the plans for their service. Specific training sessions are held for relevant staff on equality impact assessments/analyses, service planning, disability awareness, equality and diversity in employment, appraisals and customer care. Managers have also received a briefing on the people management aspects of the Equality Act 2010. Front line staff receive targeted training.

OUTCOME – TAILORED TRAINING IS AVAILABLE FOR DIFFERENT LEVELS OF STAFF

83. It is vital that staff are kept informed of current developments in the field of equalities and diversity – we do this in a variety of ways. We publish an ad hoc newsletter entitled ‘Equalities Matters’ that is designed to keep staff aware of the latest legislative requirements and how Enfield intends to meet those duties. It also offers advice and guidance on integrating equality into service development. General news and features on equalities and diversity issues are included within generic policy newsletters, Staff Matters (our online news bulletin) and in ‘Watch This Space’ (the staff magazine).

OUTCOME - ALL STAFF ARE KEPT INFORMED ABOUT TOPICAL EQUALITIES INITIATIVES

84. The Council’s Intranet (Enfield Eye) has a specific section on equality and diversity that includes the latest annual reports and Equality Schemes, policies, templates for carrying out impact assessments, Equalities Matters newsletters, latest demographic projections and other advice and guidance. This is available to all members of staff across the organisation.

OUTCOME – ALL STAFF HAVE ACCESS TO EQUALITIES INFORMATION WHEN THEY NEED IT

85. We monitor by ethnicity, disability, gender and age, the numbers of staff working for the Council, applicants for training, staff who receive training, staff who are involved in grievance and disciplinary cases, and people who stop working for the Council. Applicants for posts within the authority are also monitored for faith and sexual orientation.

OUTCOME – STAFF MONITORING IDENTIFIES ANY AREAS OF POTENTIAL DISCRIMINATION

86. A sampling exercise was carried out in 2009/10 to determine if any discriminatory practices occurred
during the recruitment process. As a result, many of the suggestions made to the Human Resources Team were taken forward including making equalities information a mandatory part of the application process, checking that the recruitment and selection training still continues, making the equality content in that training better, and more effective advertising in the BME press. Recruiting managers are required to use robust selection methods such as tests and presentations in addition to interviews for management level posts. Other sampling exercises are being carried out in relation to employee relations processes such as capability, grievance and disciplinary procedures.

**OUTCOME – SAMPLING CHECKS IDENTIFIED AREAS FOR IMPROVEMENT IN OUR RECRUITMENT PRACTICES**

87. The Council’s performance relating to the percentage of the top 5% of earners (staff working for the local authority excluding school staff) who are from BME communities is monitored and reported on a regular basis. We also monitor the percentage of the top 5% of earners by disability, age and gender. The monitoring extends to all levels of staff.

**OUTCOME – MONITORING OF STAFF CAN INDICATE IF ANY DISCRIMINATION MIGHT BE TAKING PLACE, AND IF OUR POLICIES TO ADDRESS DISCRIMINATION ARE WORKING EFFECTIVELY**

88. We currently employ over thirty five young apprentices across the Council with high numbers of BME and disabled young people. Sixty apprentices have been recruited onto the apprenticeship scheme between September 2009 and March 2011 with the intention to recruit a minimum of 20 new apprentices in 2011-2012. Apprenticeships are targeted at disadvantaged groups.

**OUTCOME – YOUNG PEOPLE FROM DIVERSE COMMUNITIES ARE GIVEN PRIORITY IN OUR APPRENTICESHIP SCHEME**

89. We have established a dedicated Faith Room for prayer and quiet contemplation in the Civic Centre for use by staff from all faith groups.

**OUTCOME – STAFF FROM DIFFERENT RELIGIONS ARE GIVEN THE OPPORTUNITY TO PRACTICE THEIR FAITH**

90. All our Human Resources policies are continually reviewed. Equalities issues are specifically covered within the Dignity at Work Principles that cover harassment, bullying and victimisation in the workplace that can be used by employees to lodge specific claims, the Equal Opportunities in Employment Policy, and in the Equality and Diversity in Employment Policy for the Council. All policies undergo equality impact assessments to ensure they are fit for purpose.

**OUTCOME – ALL EMPLOYEES ARE PROTECTED FROM DISCRIMINATION**

91. Enfield was the first London Borough to be accredited as an Age Positive Employer Champion. We are also an accredited ‘two ticks’ employer. Both awards raise the profile and enhance the image of the Council as the employer for whom local people aspire to work.

**OUTCOME – LOCAL PEOPLE FROM ALL COMMUNITIES SEE THE COUNCIL AS AN EMPLOYER THAT TAKES EQUALITY SERIOUSLY, AND THEREFORE ARE ENCOURAGED TO APPLY FOR POSITIONS**

92. The Council has a long history of ensuring that equal value principles have underpinned its pay and remuneration policy. Since the late 1980s, the Council has used recognised analytical job evaluation techniques to determine the relative pay of all jobs irrespective of the gender of the jobholders. An equal pay review resulted in a common set of conditions and methods for determining relative rates of pay for all grades of staff that has now been agreed. The move to Single Status terms and conditions was completed in January 2009.

**OUTCOME – ALL STAFF ARE FAIRLY REMUNERATED**
93. In situations where the Council has to consider making efficiency savings involving potential job losses, equality impact assessments are carried out to ensure there is no discrimination during the planning and implementation of any new structure. Where job losses are necessary, the selection process is based on fair and objective criteria to minimise the risk of discrimination. The Council provides extensive support to staff by way of a comprehensive outplacement and redeployment programme.

OUTCOME – THE JOBS OF OUR PERMANENT STAFF ARE PROTECTED AS FAR AS POSSIBLE

Appendix – Evidence to support our claim

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<tr>
<th>DOC. NO.</th>
<th>SELF ASSESSMENT REF.</th>
<th>DOCUMENT TITLE</th>
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<tbody>
<tr>
<td>1</td>
<td>5</td>
<td>Deprivation Update – March 2011</td>
</tr>
<tr>
<td>2</td>
<td>6 and 71</td>
<td>Ethnic Population Breakdown – mid 2010</td>
</tr>
<tr>
<td>3</td>
<td>10 and 71</td>
<td>Ethnicity Update – May 2010</td>
</tr>
<tr>
<td>4</td>
<td>11 and 71</td>
<td>Disability Population Breakdown – mid 2010</td>
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<tr>
<td>5</td>
<td>12,13 and 71</td>
<td>Gender/Age Population Breakdown – mid 2010</td>
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<td>6</td>
<td>14 and 71</td>
<td>Faith Population Breakdown – 2001 Census</td>
</tr>
<tr>
<td>7</td>
<td>31</td>
<td>Corporate Equality Framework for Local Government template</td>
</tr>
<tr>
<td>8</td>
<td>34</td>
<td>Enfield – Equal Opportunities for All (the Council’s Valuing Diversity and Equal Opportunities Policy)</td>
</tr>
<tr>
<td>9</td>
<td>35</td>
<td>Enfield Together - Community Cohesion Strategy 2010-14</td>
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<tr>
<td>10</td>
<td>36</td>
<td>Corporate Equality and Diversity Action Plan 2010 - 2014</td>
</tr>
<tr>
<td>11</td>
<td>37</td>
<td>Enfield Council’s Equality and Diversity Annual Report 2010</td>
</tr>
<tr>
<td>12</td>
<td>38</td>
<td>Retrospective Equality Impact Assessment template</td>
</tr>
<tr>
<td>13</td>
<td>38</td>
<td>Predictive Equality Impact Assessment template</td>
</tr>
<tr>
<td>14</td>
<td>41</td>
<td>Enfield Strategic Partnership Equalities Framework Statement</td>
</tr>
<tr>
<td>15</td>
<td>41</td>
<td>Enfield’s Future – Sustainable Community Strategy 2009-19</td>
</tr>
<tr>
<td>16</td>
<td>47</td>
<td>Enfield Strategic Partnership Engagement Toolkit</td>
</tr>
<tr>
<td>17</td>
<td>51</td>
<td>Tackling Inequality in Enfield conference report</td>
</tr>
<tr>
<td>18</td>
<td>57</td>
<td>Minority Ethnic Staff Group Annual Report 2009 - 10</td>
</tr>
<tr>
<td>19</td>
<td>70</td>
<td>Looking at Service Delivery Through Monitoring – Autumn 2008</td>
</tr>
<tr>
<td>20</td>
<td>72</td>
<td>Guide for Asylum Seekers and Refugees in Enfield</td>
</tr>
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<td>21</td>
<td>83</td>
<td>Equalities Matters 6</td>
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