About the service

1. Brief description of the service covered by this assessment.

The Communications Team is responsible for a wide range of activity including:
- Developing and implementing the Council’s corporate communications strategy - supporting the Council’s corporate priorities
- Development and delivery of the Annual Marketing Work Plan – incorporating approved marketing campaigns for the year
- Managing reputational risk for the authority, advising Corporate Management Board, Cabinet members and service managers on the methods for protecting and promoting the Council’s reputation with all stakeholders
- Improve resident satisfaction with the Council through the effective utilisation of communications to keep residents informed and engaged
- Responsibility for the Council's corporate identity and branding
- Supporting the delivery of the Council’s vision, corporate strategy and major change programmes through an effective internal communications strategy
- Providing a complete communications service including media liaison, campaigns, publications, advertising, social media, on-line and design and print
- Ensuring adherence to the Code of Practice for local authority publicity and achieving best value in communications
- Responsibility for Crisis Communications - business continuity and civic emergency
- 24 hour out of hours press enquiry contact

2. Please list the main partners, council departments, organisations and service user or target groups for this service.

The Council needs to communicate effectively with all its audiences including Council taxpayers, residents, customers, elected members, media, staff, businesses and community groups and promote the interests of the Borough to those national organisations who can impact on the effective delivery of local services.

Key audiences:
- The public
- Service Groups
- Employees
- Voluntary bodies/agencies
- Emergency Services
- National Health Service (NHS)
- Association of Local Government
- Greater London Authority
- Government departments and agencies
- London Councils
- Other Boroughs
- Businesses
- Schools
- Councillors
- Corporate Management Board
- Partnerships
- Journalists
- Design and print agencies
- Colleges and Universities
- Police Service

**Key partnership audiences:**
- Serco
- Enfield Community Empowerment Network and Voluntary and Community Organisations
- Enfield Homes
- NHS Enfield
- Enfield Racial Equality Council
- Enfield Youth Assembly
- Housing Associations
- Jobcentre Plus North and North East London
- Learning and Skills Council London North
- Local business organisations
- Metropolitan Police Service
- Middlesex University
- Borough of Enfield Learning
- Other London Boroughs
- Emergency Services
- Key contractors – JADU, Claritum, Macwarehouse (IT Support)
- Developers

3. If the service is provided by another organisation or agency please give their names and how you ensure they comply with the Council’s Equal Opportunities and Valuing Diversity policy

N/A
4. Please list any performance objectives / targets relating to equality that your service has / uses.
   If as a result of this assessment you are going to introduce new targets, please detail these in your action plan at the end of this form

As a Communications function we set ourselves the following objectives relating to equality:

- 100% adherence to the following corporate brand guidelines for any marketing/promotional material produced:
  - Guidelines for formatting text – including minimum sizes
  - Guidelines for accessible and legible communications – covering use of plain English, avoiding jargon, advising residents regarding Council policy on accessing interpreting and translation services,
  - Guidelines for writing for the Enfield Eye and the Council website
  - Guidelines for using representative imagery and photography reflecting the diversity of our community.
- Production and distribution of four editions of Our Enfield – Council magazine – delivered to all 120,000 households in the borough – so that Council news and information about services and initiatives reaches all communities irrespective of whether they receive a local newspaper or whether they are IT literate
- Council magazine which is distributed to every household in the borough to feature a regular Communities section promoting the work of community groups, voluntary groups and community leaders towards building stronger communities.
- Promotion of Black History Month – leaflets, posters, media relations, adverts, Our Enfield, website
- Promotion of Holocaust Memorial day – media relations
- Promotion of Peace Week – media relations
- Promotion of Council-led community events such as the Enfield Festival, Autumn Show and Edmonton Carnival to encourage community cohesion – leaflets, posters, media relations, adverts, Our Enfield, Website
- Promotion of positive images of diverse communities in all Enfield Council promotional material
- Use of ethnic press to inform residents and business owners of Council services/events/initiatives – media relations and adverts
- Increasing use of social media and generate an increased following – including Facebook and twitter – to reach those groups that are hard to reach through traditional media/communication channels
- Delivery of young people’s communications strategy developed to improve communications with young people in the borough – including a young magazine to all schools, a young people’s website, social media feeds aimed at young people and the promotion of the Enfield Youth Parliament and their activities
- Internal promotion of the Minority Ethnic Staff Group.

5. Does your service collect data from service users/applicants for equalities monitoring purposes?  YES / NO
   If YES please detail below how and when this data is collected and where it is stored e.g. *equalities data is collected at application stage and entered into the SAP database.*

- Through Enfield Residents’ Survey for residents.
- Through Staff Survey for staff.
6. Does your service carry out equalities monitoring to review the take up / accessibility of your service?  
   YES / NO
   If YES please detail which aspects of your service are monitored and how frequently, then proceed to Q8. If NO please complete Q7.

Has not since the last Residents Survey/Staff Survey – as it is not proportionate to carry out equalities monitoring on the thousands of individual communications activities we carry out in a year.

7. If your service does NOT monitor equalities, please detail how you comply with the Council’s Equal Opportunities and Valuing Diversity policy and how you achieve the council’s aim of ‘Fairness for all’ - serving the whole borough fairly and tackle inequality

The audience-focused campaign model we use to put together our Annual Marketing Workplan addresses the different communication needs of local people in a targeted way. Every umbrella campaign and strand sitting under that campaign identifies the target audience for that campaign and the best communication channels/activities required to reach that target audience.

All of marketing campaigns are supported by media activity – targeted at both local papers (combined circulation 120,000 – in a borough comprising 120,000 households) – local ethnic media – and minority press where appropriate to the target market.

Language barriers are addressed through accessible guidance information, use of ethnic and minority media and use of new communications channels such as social media.

Accessibility issues are addressed through accessible guidance information including minimum size of text, colours, imagery etc.

A young people’s communications strategy has been developed to meet their communication needs and promote services and opportunities effectively – under the Youth Enfield banner. All Youth Enfield communications – including a magazine, posters, social media accounts and engagement opportunities – direct young people to a Youth Enfield website which holds up-to-information about relevant services, facilities, youth centres, events, activities and initiatives.

For older people activities include the promotion of the intergenerational conference, dementia awareness week and the Over 50s forum.

As well as communications activities targeted at specific audiences we also send out a quarterly Council magazine promoting Council policies, decisions, services, benefits, activities, events and activities to every household in the borough – enabling us to reach all communities and minority groups. We also promote all Council services and activities on the Council website – which has ‘translation’ functionality – and push out information through our growing social media presence – including the Council Facebook and Twitter feeds – to target more ‘hard to reach’ groups.

8. Monitoring information:
   Indicate YES, NO or NA (Not Applicable) for each characteristic

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Disability</th>
<th>Gender</th>
<th>Age</th>
<th>Race</th>
<th>Religion &amp; Belief</th>
<th>Sexual Orientation</th>
<th>Gender reassignment</th>
<th>Pregnancy &amp; Maternity</th>
<th>Marriage &amp; Civil Partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does monitoring enable you to profile service users / applicants by the following characteristics?*</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Does monitoring enable you to profile the satisfaction of service users by the following characteristics?*</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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</tbody>
</table>
Does a comparison against baseline demographic data show that service users are representative of the local population in relation to the following characteristics?

<table>
<thead>
<tr>
<th></th>
<th>Disability</th>
<th>Gender</th>
<th>Age</th>
<th>Race</th>
<th>Religion &amp; Belief</th>
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</table>

Does monitoring show that there are any under-represented groups within the following characteristics?

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<thead>
<tr>
<th></th>
<th>Disability</th>
<th>Gender</th>
<th>Age</th>
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</table>

**IF YES PLEASE LIST THE ACTIONS YOU ARE TAKING/WILL TAKE TO ADDRESS UNDER-REPRESENTATION OF PROTECTED GROUPS IN THE ACTION PLAN AT THE END OF THIS ASSESSMENT.**

* If you do not include all protected characteristics in your equalities monitoring please explain why below:

Can monitor most of these ‘protected groups’ when Council undertakes a Residents Survey. However, it is not proportionate to carry out an equality monitoring on the thousands of individual communications activities we carry out annually.

### Equalities impact

**9. Protected characteristics equalities impact:**

Please indicate YES, NO or NA (Not Applicable) for each characteristic

<table>
<thead>
<tr>
<th></th>
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</table>

Do satisfaction levels identify any concerns arising from vulnerable groups within the following characteristics?

<table>
<thead>
<tr>
<th></th>
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</table>

Does your evidence show an adverse impact on any group/s within the following characteristics?

<table>
<thead>
<tr>
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Are there known or potential barriers to participation for any group/s within the following characteristics?

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<thead>
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**IF YES PLEASE LIST THE ACTIONS YOU ARE TAKING/WILL TAKE TO MITIGATE ADVERSE IMPACTS / BARRIERS / CONCERNS IN THE ACTION PLAN AT THE END OF THIS ASSESSMENT.**

**10. Could the service or policy discriminate, directly or indirectly, according to the accompanying definitions?**

YES / NO

If YES, please set out how it is justifiable under legislation in the box below.

No. Over the last two residents’ surveys there is no consistency regarding different levels of feeling informed between different groups as measured against
the baseline population. There has also been no distinguishing difference between ‘feeling informed’ levels relating to recent staff surveys.

11. Could the service or policy have an adverse impact on relations between different groups / community cohesion?
   If YES, describe below and add any actions to mitigate this impact in your action plan.

Yes – if my service was not mindful of the guidance and policies we have put in place to ensure that we communicate with all relevant communities and minority groups when promoting Council services, benefits, initiatives, events, decisions and policies.

We mitigate this risk by identifying all relevant audiences – and the best means of communicating with those audiences – as part of the planning phase for each campaign in the annual marketing work plan at the start of the financial year.

12. Have you received any complaints about your service in respect of equality issues? YES / NO
   If YES, please give a brief description and what action has been taken as a result.

No.

13. How does the service contribute to eliminating discrimination, advancing equality of opportunity and fostering good relations between different groups in the community?

- 100% adherence to the following corporate brand guidelines for any marketing/promotional material produced:
  - Guidelines for formatting text – including minimum sizes
  - Guidelines for accessible and legible communications – covering use of plain English, avoiding jargon, advising residents regarding Council policy on accessing interpreting and translation services,
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- Delivery of young people’s communications strategy developed to improve communications with young people in the borough – including a young magazine to all
schools, a young people’s website, social media feeds aimed at young people and the promotion of the Enfield Youth Parliament and their activities

- Internal promotion of the Minority Ethnic Staff Group.
- Ran an ‘Enfield Heroes’ campaign last year aimed to promoting community cohesion and celebrating the volunteering activities of local people from different backgrounds and communities.

14. Please give specific examples of success / best practice your service can evidence in terms of ‘narrowing’ the gap through improved outcomes / reduced inequality for service users

Successful marketing campaigns undertaken last year aimed at improving the outcomes for particular protected groups of the Enfield population:

**Early Years – promoting offers and services**
Housing News Sept 2015 - increase in web hits - 1,077 in Aug to 2,433 in Sept
Advertiser - special feature - Jan 16 - Rise in web hits from 900 in December 2015 to 1816 in January 2016
EN magazine - march 16

**Fostering / adoption**
New branding introduced
2015/16 - 17* new fostering households ( 2 of these were in the final approval stages when this information was collected)
The cost of placing 1 child with an independent fostering agency could be a minimum of £42,000 per year
2015/16 saw the highest number of adoption queries in the last 5 years.
Fostering/adoption campaigns promoted in the local press, social media, google AdWords and job boards

**Youth Enfield**
Monthly hits to the Youth Enfield website are averaging 4,300.
1,285 like on facebook
922 followers on twitter
Supported by Youth Enfield magazine & Social Media

**Unlock your potential - Generic campaign signposting to /jobs**
An average of 10,000 webpage hits a month
Unlock your potential - Job fair - Sept 2015
Attendance increased by 100% - 432 attended in Sept 2015 compared to 201 attended in March 2015
Over 25% of attendees said they heard about the event via the following marketing channels
social media/newspaper ads/flyers/posters/ council website
Word of Mouth accounted for a further 9%
"Best job fair we have attended in terms of the number and quality of candidates we interviewed and engaged into work. We recruited 18 candidates. These candidates have also made
candidate referrals. Brilliant news for the company, thanks so much for organising." CTS Recruitment

**Apprenticeships** - Our Enfield, bus panels, till receipts
Sept 2015 bus panel campaign
Spike in web hits - Sept - 10397 compared to Aug - 7858

**Housing Options** – promoting housing options to help those at risk of homelessness
Act Now Homefinder
phase 2 - /homefinder - take the hassle out of renting - Oct/Nov 15
phase 1 - /PSL private sector renting - June 15
Act Now - /housing/oha - Asked to leave your home - Aug - Nov 15
All old URL's have now been shutdown so analytics cannot be pulled off.
However, in the last month there were 28,764 Housing related pageviews - 2,484 were for the online housing advisor

**Democracy** – encouraging local people from all protected groups to register to vote
Outdoor advertising campaigns to promote voter registration
Bus back advertising campaign and ethnic press for voter registration. Being led by LBE with Haringey picking up half the cost.
Press advertising
e-shot going out to 12,000 emails on Enfield Voluntary Action list
There has been a national change in the registration system and it was forecast that there would be an estimated 5% drop in people registered nationally. However Enfield has only seen a 3.8% drop, without the local registration campaign this would have been higher.

**Enfield Heroes** – celebrating local volunteers and promoting community cohesion
925 website hits in 4 months including 334 through a Google AdWords campaign
133% increase in volunteers being placed Q3 2014/15 (129) and Q3 2015/16 (301)
LYDS mailouts to 13,000
Lots of press advertising
Digital advert campaigns with Enfield Advertiser and Enfield Independent
“The Enfield Heroes campaign has been instrumental in doing something that is very difficult to do and that has given exposure to the people who are representative of the huge activity in our community which is of people giving of their skills, time, commitment to make a difference in the everyday lives and therefore life opportunities of some of our most vulnerable residents.” Helen Price – Enfield Volunteer Service

15. **Does your service or policy provide financial support for the protected groups? YES / NO**
   If YES, please list below and the value of the financial support.

No.
16. Socio-economic equalities impact:
Indicate YES, NO or NA (Not Applicable) for each characteristic

<table>
<thead>
<tr>
<th>Community</th>
<th>Living in deprived wards/areas</th>
<th>People in employment or education or training</th>
<th>People with low academic qualifications</th>
<th>People living in social housing</th>
<th>Lone parents</th>
<th>People on low incomes</th>
<th>People in poor health</th>
<th>Any other socio-economic factor: Please state</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the service or policy specifically impact on people / communities disadvantaged through the following socio-economic factors?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>N/A</td>
</tr>
<tr>
<td>Does the service / policy contribute to promoting equality of opportunity for the following groups?</td>
<td>YES</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>N/A</td>
</tr>
</tbody>
</table>

17. If YES answered above – please describe the impact (including any positive impact on social economic inequality) and any mitigation if applicable

**Unlock your potential** - Generic campaign signposting to education opportunities, training and jobs
An average of 10,000 webpage hits a month
Unlock your potential - Job fair - Sept 2015
Attendance increased by 100% - 432 attended in September 2015 compared to 201 attended in March 2015
Over 25% of attendees said they heard about the event via the following marketing channels
social media/newspaper ads/flyers/posters/ council website
Word of Mouth accounted for a further 9%
"Best job fair we have attended in terms of the number and quality of candidates we interviewed and engaged into work. We recruited 18 candidates. These candidates have also made candidate referrals. Brilliant news for the company, thanks so much for organising." CTS Recruitment

**Apprenticeships** - Our Enfield, bus panels, till receipts
Sept 2015 bus panel campaign
Spike in web hits - Sept - 10397 compared to Aug - 7858

**Housing News** – Council quarterly magazine distributed to all Council housing tenants and leaseholders – updating them on relevant news, policies, decisions, services, benefits, events and initiatives.

**Housing Options** – promoting housing options to help those at risk of homelessness
Act Now Homefinder
phase 2 - /homefinder - take the hassle out of renting - Oct/Nov 15
phase 1 - PSL private sector renting - June 15

Act Now /housing /oha - Asked to leave your home - Aug - Nov 15

All old URL's have now been shutdown so analytics cannot be pulled off. However, in the last month there were 28,764 Housing related pageviews - 2,484 were for the online housing advisor

Healthy Enfield – promoting health initiatives, identification drives, prevention activity, more active lifestyles

Strands last year included:
Breastfeeding /breastfeeding - July 2015
Cancer awareness - March 2016
Register with a GP - Oct /Nov 2015
HIV testing /sexual health - Nov 15
reduce your sugar /meds - Nov 15
Sexual Health Clinic move - Jan 2016
Summer Sun wrap - July 2015

Consultation and engagement

18. Please list any recent consultation activity on your service, any specific equalities groups that were targeted, how the results have been publicised and what action has been taken in response to the results. (Please state the source of data)

(If more information is needed to understand the views of disadvantaged groups please add this to your action plan)

External consultation - borough-wide annual Enfield Residents’ Survey with approximately 1,150 responses. Asks about levels of feeling informed, sources of Council information and preferred means of being kept informed. Data can be broken down in relation to following groups – disabled/not disabled, age groups, ethnicity, gender, geographical region.

Results generally publicised via Press releases, Our Enfield, Council website, Staff Seminars, presentations/briefings to senior management, Departmental Management Teams, Members and Corporate Equalities Group.

Internal consultation – Annual Staff Survey with over 1000 respondents. Asks about levels of feeling informed, sources of information and preferred communications tools/channels. Data can be broken down in relation to following groups – disabled/not disabled, age groups, ethnicity, gender, geographical region. Results generally publicised via Watch This Space, Staff Matters, Team Brief, Staff Seminars, Enfield Eye, presentations to senior management, members and Corporate Equality Group (CEG).

In response to the results from most recent Residents’ Surveys we have tried to improve further levels of feeling informed moving to an audience focused campaign model which has allowed us to target our different audiences the most appropriate and effective communications channels for each particular audience.

As a response to the results from the most recent Staff Surveys we have tried to simplify our language and make our communications more accessible for all – including using more diverse and impactive imagery in our staff magazine – Watch This Space.
**Staff training and development**

19. **Please set out below the staff training undertaken on equalities.**  
   If there is a need for additional staff training please detail this in your action plan.

**Evidence of staff training:**

No specific equalities-related training in 15/16.

**Outcomes from such training**

---

**Review and publicity**

20. **Please set out in your action plan when you will review this assessment and how it will be publicised**  
   (Note: all EQIAs sent to the Performance Management Team are published on the Council’s website)
Enfield Council – Retrospective Equality Impact Assessment / Analysis

Action plan template for existing services

Name of service/policy: Corporate Communications

Team: Corporate Communications

Department: Chief Executives

Service manager: David Greely

<table>
<thead>
<tr>
<th>Identified Issue</th>
<th>Action Required</th>
<th>Lead Officer</th>
<th>Timescale/ By When</th>
<th>Costs</th>
<th>Review Date/ Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publicity of this assessment and when it will be reviewed</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Making information more accessible</td>
<td>Embed updated guide to written Communications Toolkit, promote and upload on Enfield Eye.</td>
<td>Internal Communications Manager</td>
<td>March 2017</td>
<td>Existing</td>
<td></td>
</tr>
<tr>
<td>Support community cohesion</td>
<td>Promote positive images and stories of Enfield's diverse communities through Our Enfield, staff newsletters and other publications/website</td>
<td>Marketing Manager and Internal Communications Manager</td>
<td>March 2017</td>
<td>Existing</td>
<td></td>
</tr>
<tr>
<td>Meet the specific needs of key community groups</td>
<td>Deliver targeted tools for older and younger people and the voluntary community sector</td>
<td>Marketing Manager</td>
<td>March 2017</td>
<td>Existing</td>
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Please insert additional rows if needed

Date to be reviewed: .........................

APPROVAL BY THE RELEVANT ASSISTANT DIRECTOR - NAME:............................... SIGNATURE:............................................