

Serving the Local Community

Enfield Council's Equality and Diversity
Annual Report 2017



Introduction

	Page/s
Introduction	3
The Council's Vision	4
Delivering on Equality: The Equality Act 2010	5-6
Equality and Diversity Monitoring: Equality Impact Assessments (EqIAs)	6-7
Monitoring Council Services	7
Enfield Council Workforce	7-9
Who Lives in Enfield	9-10
Equalities Data Outcome	11
Retrospective Equality Analysis	12-13
Key Achievements	14-19
Community Cohesion Events	20-23
Future Challenges – creating a lifetime of opportunities in Enfield	24
Previous Equality and Diversity Annual Reports	25
Further Information	25

Introduction

We are pleased to present Enfield Council's 2017 Equality and Diversity Annual Report, which details our achievements over the year. Successes have been recognised by our local community.

Throughout the Report for 2017, we also identify the key challenges facing Enfield over the coming period and commit to working with our partners for the benefit of all residents and stakeholders. Enfield Council is committed to equality and diversity; these commitments are included in the Report and embedded in the services we provide to local people. These form the basis for supporting the diverse population of the Borough in the future.

The future continues to present challenging times for Local Authorities when central government funding for councils continues to be restrained. There have been some major changes to the way we work with our communities but Enfield Council remains committed to delivering its strategic aims; *'Fairness for All, Growth and Sustainability and Strong Communities'*. We believe our local communities remain resilient, are ready for growth, open to change and able to rise to future challenges.

In partnership with our communities we continue to deliver targeted services to residents who face challenging circumstances as a result of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation; the nine protected characteristics which underpin the national and local Equality and Diversity agenda. We continue to achieve equality in all we do and in the services we provide to local people.

Enfield has an impressive track record of providing support for historic, national and international events, which we recognise with community focussed events, often remembering the outstanding efforts others have made to allow us to live in such a diverse Borough, in peace and with mutual respect. Enfield is home to many communities including those from elsewhere in the Commonwealth and beyond. There are descendants of people who fought and died in two World Wars and other conflicts around the World. It is therefore important that we build community cohesion by remembering these efforts. Enfield is also home to newer communities arriving from the European Union and our support for those communities to settle successfully is equally important.

Our future plans for Enfield centre on regenerating key areas of our Borough, and managing the Council's finances so that there continues to be a solid foundation for the Council's work, ensuring clear access for all our customers throughout the Borough and ensuring we play our key role with partners to enable Enfield's communities to thrive and prosper.

As a Council, we want to ensure that everyone who lives, works, studies, visits or does business in Enfield can grasp every opportunity, and does not suffer any form of discrimination, disadvantage or inequality.



Councillor Yasemin Brett
Cabinet Lead Member for Equality



James Rolfe
Executive Director of Finance, Resources and
Customer Services, Senior Management Lead
Officer for Equality

The Council's Vision

Enfield's strategic vision is to make the Borough a better place to live and work, delivering fairness for all, growth and sustainability, and strong communities. The vision is supported by the aims and priorities which commit Enfield to the continued improvement in the quality of life for all residents in the Borough.

Aims and Priorities

1. FAIRNESS FOR ALL

Fairness for all means meeting the needs of all residents in the Borough, protecting vulnerable residents and providing fair and equal access to services and opportunities. Tackling the inequality in the Borough is at the heart of what we want to achieve for Enfield.

Priorities

Serve the whole Borough fairly and tackle inequality;
Provide high quality, affordable and accessible services for all;
Enable young people to achieve their potential.

2. GROWTH AND SUSTAINABILITY

Like many areas of the country, Enfield has significant pockets of deprivation, which we want to tackle effectively. Unemployment remains high in parts, and many of the problems already present within the Borough have been exacerbated. Demonstrating that Enfield is open for business will ensure that the Borough has a strong and sustainable platform to promote growth, sustainability and equity.

Priorities

A clean, green and sustainable environment;
Bring growth, jobs and opportunity to the Borough.

3. STRONG COMMUNITIES

Continuing to maintain a strong, cohesive and resilient community is vital as Enfield continues to grow and change as a Borough. We want Enfield to be a place where people feel proud to live, where people from all different backgrounds are welcomed and supported, where vulnerable people are protected, and where people take responsibility for their own lives and their communities.

Priorities

Encourage active citizenship;
Listen to the needs of local people and be open and accountable;
Provide strong leadership to champion the needs of Enfield;
Work in partnership with others to ensure Enfield is a safe and healthy place to live.

Delivering on Equality

The Equality Act 2010 identifies nine protected characteristics, which aim to protect people from discrimination. These protected characteristics are:

1. age;
2. disability;
3. gender;
4. gender reassignment;
5. pregnancy and maternity;
6. race;
7. sexual orientation;
8. religion or belief; and
9. marriage and civil partnership.

The Public Sector Equality Duty (PSED) within the Act requires public bodies, such as the Council to consider, and have due regard to, the needs of diverse groups when designing, evaluating and delivering services in order to:

- eliminate discrimination;
- advance equality of opportunity and access; and
- foster good relations between different groups in the community.

The specific duties under the Act also require councils to publish specific and measurable equality objectives. Overarching Equality and diversity objectives are an integral to our Enfield Council Business Plan and support the Council's overall vision which is to make the Borough of Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.

The specific and measurable actions and outcomes which underpin these objectives are included in Enfield's scorecard of performance indicators which are monitored and reported quarterly to the Corporate Management Board and Cabinet to inform decision making and indicate where resources should be focused.

The following helps outline the specific duties that support the public sector Equality Duty in the Equality Act 2010.

The Equalities Act 2010

Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. It ensures that public bodies consider the needs of all individuals in their day to day work in shaping policy, delivering services and in relation to employees. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. Public bodies need to consider the needs of the diverse groups with protected characteristics when designing and delivering services so people can get fairer opportunities and equal access to services.

The Duties required by Public Bodies

- Publish information to show their compliance with the Equality Duty, at least annually (It does not require the production of a stand-alone annual equality report);
- Set and publish equality objectives, at least every four years.

Aims of the Equalities Duty

The information published should demonstrate that that 'due regard' has been paid to the '3 aims of the equalities Duty':

- **Eliminate unlawful discrimination**, harassment and victimisation and any other conduct prohibited by the Act;
- **Advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **Foster good relations** between people who share a protected characteristic and people who do not share it.

Publish information to show their compliance with the Equality Duty, at least annually.

It does not require the production of a stand-alone annual equality report. Equalities information and the objectives can be published as part of another document i.e. the Councils annual report or business plan. The information published must include:

- Information relating to **employees** who share protected characteristics
- **Customer satisfaction** levels and informal feedback from service users with different protected characteristics and results of consultations;
- **Complaints** about discrimination and complaints from people with different protected characteristics;
- **Service outcomes** for people with different protected characteristics.

Set and publish equality objectives, at least every four years.

It is for each public body to decide what equality objectives it should set and how many there should be. They should be relevant and proportionate to the size of the organisation and the extent to which its functions affect equality; there should be evidence that such objectives are needed. Objectives which are stretching, and focus on the biggest equality challenges facing the public body, will have the greatest impact in furthering the aims of the Equality Duty.

Equality and Diversity Monitoring

Equalities Impact Assessments (EqIAs) are a type of risk assessment which focuses on fairness, access and inclusion. They are used to help us assess the impact of new and existing services, policies or practices in relation to their consequences on particular communities within Enfield. The EQIA process supports decision making by helping us to ensure that positive impacts can be anticipated and strengthened and any potential adverse impacts can be eliminated or mitigated.

Enfield Council's EqIAs considers the impact on groups who share characteristics protected under the Equality Act 2010 and also groups considered to be at socio-economic disadvantage. The EqIA is used both to review existing provision on a regular basis but also to anticipate the impacts of new policies, services, processes or initiatives in order to prevent and address any inequality.

The process enables us to find and remove barriers to services which might stop people knowing about the service, using it and getting or benefitting from it. This helps the Council to get services right the first time, saving both time and money. Any potential negative consequences identified through the EqIA process are removed or balanced out either by changing the policy, service, process or initiative or introducing other measures alongside it.

A Case Study - Adult Social Care Community Services Charging Policy

An Equalities Impact Assessment was carried out on a proposed change to the Adult Social Care Charging Policy. The proposed change was that in completing a financial assessment with service users who receive chargeable community services and who are in receipt of the higher/enhanced rate of Attendance Allowance, Disability Living Allowance or Personal Independence Payments, the higher/enhanced rate of the care component would be treated as assessable income.

As a result of an extensive consultation process and consideration of the outcome, including the formal EqIA process, the Council decided not proceed with the change at the present time as the proposed impact would be too great on the service users, people with disabilities and long term illnesses, who are some of the most vulnerable in the our community, whilst further mitigating actions.

Monitoring Council Services

Equality and Diversity monitoring data refers to the personal information we collect about the people who work for us and the people who use the services we provide. This information helps the Council to identify and eliminate discrimination or potential discrimination as both an employer and a service provider.

As an employer, monitoring is a way of measuring change and identifying the issues that impact staff, it helps the Council ensure that staff and job applicants are treated fairly and have equal access to opportunities and benefits.

As a service provider monitoring is a way of measuring changes in the needs and take up of services, providing a better understanding of the needs of those living and working in the Borough. This enables the Council to identify and address issues in the design and delivery of services which could impact service outcomes and helps to ensure equality of access to services or benefits.

Monitoring data, broken down by the relevant protected characteristics, is reported to appropriate boards and groups where the information is scrutinised and recommendations made. Monitoring data is also utilised in Equality Impact Assessments which scrutinise the way in which a policy or service is being delivered, or is proposed to be delivered, to identify whether this discriminates, or could potentially discriminate, against any particular groups or communities. The assessments also include recommended actions to undertake to eliminate or minimise any negative impacts that have been identified.

The Council is currently preparing for General Data Protection Regulations (GDPR) in readiness for May 2018 when the new Data Protection Act (DPA) regulations come into force.

Enfield Council Workforce

Age Profile

The greatest proportion of staff are in the 45 to 54 age category at 32.9%. This is a slight increase on September 2016 where the proportion of staff in the 45 to 54 age category was 32.6%. The category where there has been the greatest percentage change is in the age range 55 to 64 where there has

been decrease from March 2016 to March 2017 from 24.3% of the workforce to 22.4% of the workforce.

Gender Profile

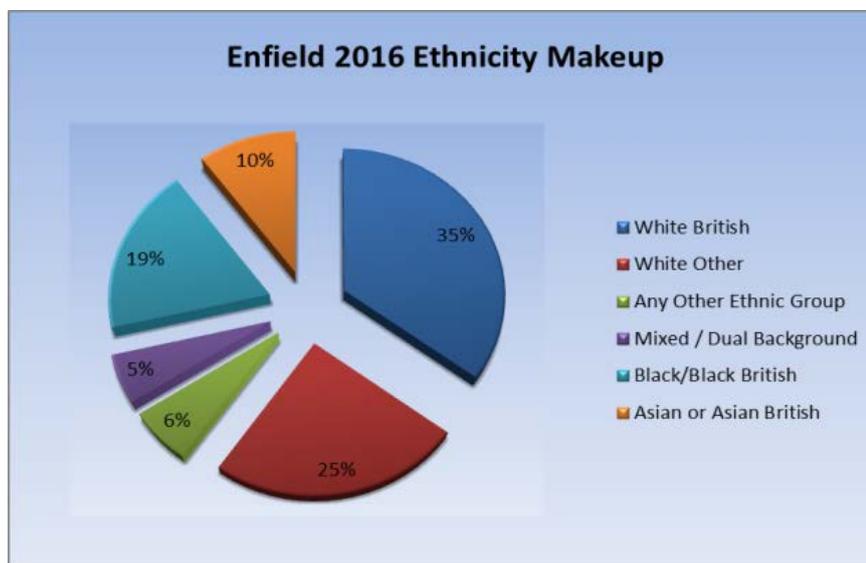
In comparison to the local economically active population, a greater proportion of Enfield Council's employees are female at 65%. This is greater than the average percentage of female employees across London Councils at 62% (London Councils 2016).

Ethnicity Profile

The BME definition (as applied to both staff and resident numbers) includes minority groups from non white backgrounds. It does not include groups from 'other white' backgrounds. Enfield has a particularly large and growing population from white minority ethnic groups. These include sizeable and long established Turkish, Turkish Cypriot, Greek and Greek Cypriot communities. Like many other parts of the UK, Enfield also now includes substantial new communities from many different parts of Europe. In particular, large numbers have migrated to Enfield from the 'accession countries' which joined the European Union in 2004 and 2007.

58.1% of Enfield Council employees classify themselves as White, (excluding Greek / Greek Cypriots and Turkish / Turkish Cypriots) and 28.7% of Enfield Council employees classify themselves as Black and Minority Ethnic (BME). As a benchmark the average percentage of BME employees across London councils is 37%. At the time of the 2011 census about 39% of working age residents in Enfield (aged 16-64) were BME.

It should be noted that 6.2% of staff have chosen not to declare their ethnicity or it has not been recorded.



Disability Profile

A total of 127 employees, 4.1%, have declared that they have a disability. This is in comparison with 7.2% of the working population of Enfield (Census 2011).

Supporting Staff

Staff play a vital role in delivering services across the Borough and we continue to offer staff the opportunity to undertake a wide range of training covering subject matter such as Equality and

Diversity, Unconscious Bias and Disability Awareness. Training is provided in a variety of different formats to support the preferred learning style and give greater flexibility to the individual.

Equality legislation and good practice also form a significant part of the Recruitment and Selection training which is mandatory for all managers that undertake this activity.

Staff Groups and the Cultural Survey

Staff Groups have disbanded over the last year. Instead Enfield Council has undertaken a Cultural Survey with staff, who were encouraged to complete the survey. The Cultural Survey allows all staff to be consulted in this anonymous method through also allowing protected groups to be subsumed into this new transformation process.

However the **Lesbian, Gay, Bisexual, Transgender (LGBT) Staff Group** has been re-established having been widely promoted to staff over a period of 3 months during Summer 2017. LGBT Project Board meetings took place regularly to ascertain a way forward. Staff who expressed an interest were happy to be included in a private and confidential 'virtual' group. The first newsletter was circulated in October and included 'What's on', details of a Public Health consultation for the LGBT community, Hate Crime Awareness Week, GFEST Gaywise Festival, support organisations, LGBT venues around London, Enfield's LGBT Network, information from the Government Equalities Office, 'Wise Thoughts', a pioneering LGBT Arts Charity and suggested LGBT reading materials for adults and children. Feedback received from staff was very positive, and was included in Staff Matters for the whole Council workforce. Several suggestions have already been made for the next edition of the newsletter which is scheduled for February 2018.

Who Lives in Enfield?

Enfield's population from an Equality and diversity perspective is a highly diverse borough and one that is changing and growing rapidly. According to 2016 ONS mid-year population projections, the population of Enfield is estimated to be around 331,395, increase of 5.56% since 2011. The Council and its partners use population estimates and other data relating to the composition of our communities to plan and deliver our services. Our latest figures suggest that:

- Based on the 2016 Enfield Ethnicity estimates residents from White British backgrounds make up 35.08% of Enfield's inhabitants with other White groups at 24.71%, Other Ethnic Groups at 6.10%, Mixed Groups at 5.46%, Asian Groups at 10.17% and Black groups at 18.49%. Ethnicity estimates are produced in-house, using data from the 2001 and 2011 Censuses and the 2016 School Census conducted by the local education authority (LEA), The School Census results indicate the changing nature of the population and Enfield pupils recorded themselves under 95 different ethnic codes. The estimates have been made for 22 groups by five year age bands. Total populations have also been estimated for further groups that make up the Council's ethnic group classification that is used in equalities;
- The most reliable data to quantify the level of the disabled population in any area is that from the 2011 Census.
- The question asked in the Census was:

Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

Subsequent estimates are produced by applying the rates of disability by age to Enfield's latest population projections.

This results in a total disabled population at mid-2016 of:

51342	15.49%
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The breakdown by age is:

Age Band	Enfield	Day-to-day activities limited a lot	Day-to-day activities limited a little	Disabled	Rate Of Disability
0-15	75337	1031	1300	2331	3.09%
16-64	213502	11658	14756	26414	12.37%
65+	42556	11622	10975	22597	53.10%
All ages	331395	24311	27031	51342	15.49%

- Our population is ageing – the percentage of people over the age of 65 in Enfield is 12.8%, and 29.4% are over the age of fifty. These figures are predicted to increase over the next 25 years;
- At the younger end of the scale, 27.6% of people are under the age of 20;
- The most reliable estimates for religion are those from the 2011 Census; Christianity is the most common religion in the borough in all its different forms (53.58%). 16.69% of residents are of the Muslim faith, and 15.53% hold no religion or belief at all. However the ONS produces an Annual Population Survey by Religion which provides an up to date estimate based on the yearly population projections. As shown by the 2015 compiled by the ONS, Enfield has high proportions in all the main non-Christian religions except Sikh, compared to national averages. Compared to the London average, Enfield has both a large Muslim population (19%) and a slightly larger Christian population (51%);
- Good data on sexual orientation is difficult to find at both local and national level. There is no specific question in the Census regarding sexual orientation; therefore estimates of Enfield's Lesbian, Gay, Bisexual and Transgender (LGBT) population have to be quite broad. Stonewall (the national campaigning group for LGBT issues) has suggested that the Government (DTI) estimate of between 5-7% of the population being lesbian, gay or bisexual is slightly low – they estimate the figure at around 10%. However, ONS research in 2015, surveying 325,000 people nationally, provided a figure closer to 1.7%, with London having the highest percentage of adults identifying themselves as lesbian, gay or bisexual, at 2.6%. This may be associated with a young age structure or the ethnic diversity of the population of London. Males are more likely to identify as gay, lesbian or bisexual than females since around 2.0% of males identified themselves as LGBT in 2015; this compared with 1.5% of females identifying as LGBT. Therefore making an assumption and applying those estimates to Enfield's population of 331395, the LGBT population in Enfield may be anywhere between around 5634(Nationally) and 8616(London) by the ONS Estimate and to around 33,140 according to the Stonewall estimate. With 3236 estimated to be males and 2546 estimated to be females;
- Between January 2016 and December 2016, 6 civil partnerships were converted to marriages in Enfield and 745 marriages were registered;
- The latest figure for the number of births, where Enfield is the usual area of residence of the mother, is 6,047.

Equalities Data Outcome

Within Enfield, overall outcomes differ considerably across different equalities groups:

In terms of **education**, girls perform better than boys in most subjects and at most levels, while boys are much more likely to be excluded. Pupils with English as a foreign language perform less well than others, but overall white and black children perform less well than children from Chinese and Asian backgrounds. Children from black backgrounds are more likely to be excluded and are more likely to have high levels of absence from school. Among adults, people aged over 55 are the most likely to have no formal qualifications.

In terms of **housing**, young adults are more likely to be renting privately and less likely to own their own home. Black households are more likely than other households to live in some kind of rented accommodation. Young adults with disabilities are disproportionately likely to live in social rented accommodation. Black and mixed ethnic groups are over represented in terms of homelessness acceptances and there has been an increase in recent years in the number of homelessness acceptances where disability or mental health is a factor in their situation. Women and children are the most likely to be on Enfield's housing register, looking for a suitable home. People from some minority ethnic groups, including black African and Turkish, are also disproportionately represented on the housing register.

In terms of **employment**, working age women are much likely to be in work than men and women in work are less likely to be managers/directors. Gross weekly pay for female full time workers in Enfield is more than £120 per week less than men. People from black and mixed ethnic groups are much more likely to have never worked or to be long term unemployed. People with disabilities are proportionately less likely to be in managerial and professional occupations and proportionately more likely to have never worked or be long term unemployed.

In terms of **crime**, people of black ethnicity are more likely to be stopped and searched, more likely to have a taser deployed on them and more likely to be subject to use of force from the police. Age and gender are also factors with young adult men the most likely to be subject to these police practices.

Retrospective Equality Analysis

During the year 2016 to 2017, the following services were analysed by Business Development, Regeneration and Environment, to identify where there was an adverse impact for different groups in service delivery and all action were collated and monitored through Equality Impact Assessments (EqIAs).

- Council Housing Asset management;
- Council Housing Operations;
- Council Housing Technical Services ;
- Council Housing Housing Development and Renewal;
- Business and Economic Development;
- Skills for Work Service;
- Planning, Highways and Transportation;
- Occupational Health;
- Sustainability Service;
- Schools Personnel Service
- HR Operations
- Organisational Learning and Development
- Corporate Health and Safety
- Community Safety
- Registrars
- Legal Services Team
- Performance Management
- Policy, Partnerships, Engagement and Consultation
- Governance and Electoral Services
- Corporate Communications
- Regulatory Services
- HPS Asset Management and Capital Works
- Technical Services
- Housing Management Services
- Sexual Health Service
- Oral Health Service
- 0-19 Year Olds
- Stop Smoking Services
- Drug and Alcohol Services
- Safeguarding Practice MCA/DOLS and Quality
- Learning Disability Services
- Mental Health Services
- Customer Pathway
- Strategy and Commissioning
- Enfield Music Service (EMS)
- Early Years Service
- Catering Services
- Asset Management and Development
- Behaviour Support
- Physical Education Team
- Schools Standards and Support Service

- SEN Service
- CAMHS and EPS
- School Admissions and Educational Welfare
- Joint Services for Children with Disabilities
- Assessment and Safeguarding
- Child Protection and Family Support
- Safeguarding and Quality Assurance
- Looked After Children Service/Adoption/Fostering
- Access to Resources
- Integrated Commissioning
- Buildings and Lettings Team
- Supervised Contact Team
- Youth and Family Support Services
- Audit and Risk Management
- Operational Support Service
- Information Technology
- Housing Gateway Development
- Leisure and Culture
- Transformation People
- Procurement and Commissioning People
- Procurement and Commissioning Place
- Procurement and Commissioning Corporate
- Procurement and Commissioning Temporary Accommodation
- Income and Debt
- Financial Assessment
- People
- Customer Access and Operations
- Customer Experience and Libraries
- Data and Management Information
- Corporate Finance
- Capital and Projects
- Pension Investment Management
- Budget Challenge and Financial Activity
- Exchequer Services
- Facilities and Corporate Office Portfolio
- Property Programmes
- Strategic Property Operations
- Maintenance Programme
- Construction Programme
- Street, Parks and Waste Enforcement
- Waste Services, Recycling and Fleet
- Parking Services
- Highway Services
- People Transport
- Traffic and Transportation
- Commercial Services
- Sustainability
- Housing Development and Estate Renewal
- Neighbourhood Regeneration
- Planning, Policy, Projects and Design
- Development Management

Key Achievements

As a leading Council in developing new ways of using people, processes and technology in public service delivery, Enfield has taken huge steps in the past two years. Moving forward our transformation focus is to build on the new foundations already put in place.

As an employer Enfield Council values adaptability, innovation, problem-solving and delivering results and provides a diverse range of services. This means that careers within the Council can also be very diverse ranging from professions that are firmly rooted within the public sector and those that cross-over with the private sector such as legal, IT and accountancy.

The Challenge

Traditionally the Council has struggled to recruit to some roles that cross-over with the private sector. Salaries are invariably lower making it difficult to compete for talent who are attracted by large professional organisations offering significantly higher salaries and generous bonus schemes.

The Solution – What we did

We developed a recruitment strategy to attract candidates to a career within local government. This included the redesign of our recruitment site to highlight the benefits Enfield Council can provide including a diverse range of jobs, local employment, flexibility and professional development. We believe that promoting local jobs for local people who truly understand our borough is beneficial to workforce motivation and consequently the local community. We want our staff to know they can make a difference to their local services.

Recognising that there is a local ‘untapped’ pool of talented professionals waiting to return to work we developed Career Returners @ Enfield Programme, a six month ‘returnship’ (higher-level internship). We worked in partnership with Women Returners, a consultancy, coaching and network organisation that focuses on enabling talented professionals to return to work after an extended career break. As well as having an extensive network of potential candidates their advice was invaluable at the planning stage for Enfield’s Programme. The Programme is supported by elected members and the Council’s Corporate Management Board and the key sponsors are the lead elected member for Finance, Councillor Lemonides and the newly appointed Chief Executive, Ian Davis (previously Director for Regeneration and Environment).

The Programme has been designed to support experienced professionals who have taken a prolonged career break and are looking to return to their profession. It recognises that after taking a break it is challenging to return to a senior role in competition with candidates currently undertaking the role. After a multi-year break, people may need time to refresh their skills and knowledge and rebuild their professional confidence. The programme provides a six month paid professional placement in an actual vacant role, coaching provided by Women Returners, mentoring and a range of internal training programmes. The intention is that towards the end of the six month programme, once the delegates have refreshed their skills and experience and rebuilt their professional confidence, they will be in a strong position to apply for permanent or fixed term roles within the Council.

We advertised the Programme on our recruitment site, LinkedIn and Facebook pages and through the Women Returners website, network and social media. The roles on offer included lawyers, IT, finance, surveying, programme management and regeneration specialists. We received 94 applications for just 6 available places on the Programme. We wanted to keep it relatively small to ensure the candidates could form a cohesive cohort and the organisation could effectively support them during the programme and to subsequently achieve ongoing roles.

Six delegates joined the Programme on 3rd May 2017 in the Teams of Legal, Regeneration, Housing, Architects and Transformation.

Benefits to the Organisation

Enfield Council is proud to be the first local authority to launch a Returner Programme and it has already enabled the Council to recruit to positions that it has struggled to fill. We hope to use the success of our Programme to encourage other local authorities to consider similar initiatives. We have recently been featured by the BBC recognising our innovative approach to recruitment and talent management: BBC Taking a break? The £1.7bn career gap . The Careers Returners programme also won the Innovation in Recruitment award at the national Personnel Today awards in November 2017.

Three of the successful delegates live within the borough and all come with an impressive track record in their chosen profession prior to their career break. They have been placed in teams where their skills and experience are utilised and valued. One manager commented that the calibre of the Career Returner applicants was higher than she had seen when interviewing some interims who hadn't taken any break and were looking for significantly higher pay rates.

Although the Programme was open to both men and women all successful delegates were female from a range of ethnic backgrounds. They have entered the organisation in senior roles and will support our initiatives to create more diversity at the most senior level of the management structure.

The Programme has encouraged hiring managers to consider returners more broadly for roles at the Council. The success of the programme internally has already generated demand from other managers across various services who want to recruit a Returner for their team. The Programme has already enabled the Council to release some agency workers which will improve stability within our workforce as well as reducing costs. Moving forward there are indications that the 6 returners will prove to be a success and will progress in the Council thereby addressing some of our recruitment issues.

Regeneration in Enfield

The £6bn Meridian Water regeneration project continues to progress with construction work starting on the new rail station, which replaces Angel Road station and is expected to serve up to 4 million passengers each year. The state of the art station has been designed by a world class design team and will include three platforms and a new footbridge, accessed by lifts and stairs as well as new retail space.

Crime Crackdown in Enfield

In response to ongoing concerns from residents, dangerous drivers and motorists who use the A10 as a race track will be targeted as part of a multi agency clampdown. The Council, working with TfL and the Metropolitan Police have agreed a package of measures starting with the installation of mobile speed cameras in the coming months. The consequences of excess speed can be devastating for victims and their families and we are confident that these measures will act as a powerful deterrent in helping to make our roads safer and therefore improving the lives of residents living in the area.

Customer Services 'Louder than Words' Accreditation

Customer Services have been reaccredited with the 'Action on Hearing Loss' Louder Than Words best practice Charter for a further year. Louder than Words is a nationally recognised best practice charter for organisations striving to offer excellent levels of service and accessibility for customers and employees who are deaf or have a hearing loss.

Customer Services (which includes the Customer Services Centre, Web Team, Safe and Connected, Out of Hours, General Enquiries, Translation and Interpreting and Concessionary Travel, have successfully demonstrated that they continue to meet the quality standards (detailed below).

This accreditation enables organisations to be certain that their provision for deaf and hard of hearing people is of the highest quality, Action on Hearing Loss has developed a clearly defined set of quality standards to form the basis of the Louder than Words Charter.

The ten standards include the following:

1. Train staff to communicate with customers;
2. Have clear and visible deaf aware policies;
3. Provide clear information about your products and services;
4. Use appropriate equipment and maintain it correctly;
5. Create a good listening environment;
6. Produce and follow clear health and safety procedures;
7. Meet requests for communication support whenever requested;
8. Be comfortable and familiar with the Text Relay service;
9. Consult customers and staff; and
10. Be open about your employment practices.

During the Reaudit the following areas were highlighted as areas of good practice:

- The Deaf Awareness Training is very comprehensive and covers all the important areas relating to deafness and hearing loss;
- The training is not only provided for permanent staff but for agency and temporary staff as well as apprentices. All staff spoken with in both the call centre and Face to Face service were keen to provide an accessible service to deaf and hard of hearing customers and everyone was aware of Text Relay and the Textphone, using a quiet room, using the induction loops and booking communication support;
- Within the call centre system, there is the facility to search for information to help with the call. This includes information on booking a British Sign Language (BSL) interpreter or other Communication Professional (CP);
- There is a BSL interpreter available one day a month which is advertised widely;
- The website is clearly laid out and uses plain English throughout;
- A large number of online services are available under the section, 'Report it, Pay for it, Request it, Apply for it';
- There is a BSL section of the website which has a large number of BSL videos covering Council Services. These videos also highlight the textphone number, the Text Relay prefix and the monthly interpreter service. There is also a written transcript underneath each video;
- There are flashing lights linked to the fire alarms throughout the Customer Services floor in Thomas Hardy House;
- The Safe and Connected service offers a range of options for deaf and hard of hearing people; and

- The Training Application form asks if the staff member needs any reasonable adjustments and this includes Loops and CPs.

This prestigious Louder Than Words charter simply informs people of our commitment to providing the best possible practice to our deaf/hard of hearing customers and staff. It demonstrates to the public that we take the needs of our customers and employees seriously.

- A face to face BSL translation service takes place at the Civic each month;
- A BSL translator is available weekly at the Civic Centre via a video link;
- The Team are in the process of reapplying for the Louder than words accreditation for the fifth year running;
- An e-Learning module on Deaf Awareness has been made available for all internal staff to access;
- Face to face Customer Services staff will be attending Deaf Awareness training in 2018, which will be delivered by a member of the Deaf Project group.

Cultural Change Audit

The Council commissioned a cultural audit to understand what the organisation needs to do to develop an 'ideal culture' for its staff and customer which is constructive based on achievement, self actualising, humanistic and encouraging. The Cultural Change Audit is designed to help Enfield Council develop a highly effective culture enabling us to work collectively and collaboratively for residents. Outcomes from this audit are being drawn together and feedback sessions will be convened in 2018, to ensure that all staff have access to the findings, and can contribute to creating a series of workstreams addressing any arising issues.

Customer Experience Strategy

The Leader of the Council and the Opposition Leader have together agreed that improving customer service is a key priority for the Council. The Strategy will articulate our commitment to a new relationship between the Council and its customers and set out a positive approach to customer services by all staff. Colleagues from all areas and levels of the organisation are feeding into this initiative through the Customer Experience Board. More detailed information will be available in the new Year.

Bringing green spaces to life

There is growing evidence that the use of good quality green space by all social groups is likely to improve health outcomes and reduce health inequalities. The benefits of access to good quality green spaces includes better self rated health; lower body mass index, overweight and obesity levels; improved mental health and wellbeing; and increased longevity. It also brings other benefits such as greater community cohesion and reduced social isolation.

People living in the most deprived areas are less likely to live near green spaces and fewer opportunities to experience the health benefits of green space than people living in less deprived areas.

In Enfield 25% of all children entering secondary school suffer from a long term health condition or disability and the council is working to improve access to green space for its residents.

Albany Park Playground

Enfield Council is building London's flagship specialist playground, with state of the art adapted and sensory equipment, in one of Enfield's most deprived areas. The playground has been designed in consultation with users of the Cheviot Centre – Enfield's specialist children's centre and provider of social care for disabled children – to make sure it meets the needs of all children in the borough and give children an equal opportunity for physical activity, play and the health benefits associated with access to open green spaces.

Firs Farm Wetlands

Firs Farm Park was an inaccessible open space with few facilities for visitors and little greenery or wildlife. A collaboration between Friends of Firs Farm, Thames 21, a waterways charity, and the council has transformed over two hectares of open green space, with new wetlands, a cycleway and a network of footpaths for people to enjoy. Educational facilities include an outdoor classroom and a pond dipping platform and over 100 newly planted trees have attracted wildlife to the park, making the area a valuable community asset.

Alma Estate Redevelopment

The Alma Road programme is the Council's largest estate renewal project in an area of deprivation and high unemployment. The £150m redevelopment will deliver 993 new homes, jobs, shops, community facilities and green spaces.

Residents have been empowered to influence the design of their new homes, the allocations policy and surrounding redevelopments. The council has established a community fund, a resident-led social regeneration team and tenant management organisation to give residents a real say in the development of the community.

Engaging Diverse Communities in Recycling

Recycling rates among some equality groups in Enfield was low, with some residents unable to participate in the scheme because of language barriers or access difficulties. Working with Black and Minority Ethnic groups helped us to understand the different needs of our customers and develop a communications strategy that included advertising in the local press, information about recycling in community languages and bilingual staff speaking directly to residents, faith and cultural groups. The initiative was funded by the national Waste Resources Action Programme to encourage all residents take advantage of the Council's recycling and refuse services.

The Council continues to provide assisted collections for residents who need help with bin collections and instructions in Braille instructions for blind residents.

Youth Offending Unit

The Youth Offending Unit has been acknowledged by the Restorative Justice Council who have awarded them with the prestigious 'Restorative Service Quality Mark'. They were recognised for their wonderful work keeping our young people safe and for helping them to make the right decisions leading to a more positive future. It is one of just 31 Youth Offending Units among the 153 in the United Kingdom, and four in London, to receive the award. Well done and congratulations to the team.

Very Important People Services (VIPS)

VIPs are a private company who provide services for disabled young people with special needs and disability. The VIPS inclusion project integrates young people with autism and other disabilities into the youth offer at Craig Park, Alan Pullinger and Ponders End.

Youth Development Unit (YDU) – Jack Petchey Speak Out Challenge

This is a partnership between the Speakers Trust, Jack Petchey Foundation and secondary schools in Enfield (seventeen took part in 2017). In Enfield the schools do a fantastic job in encouraging young people's participation. The Enfield Regional Final is on the Speakers Trust website where you will be able to see the range of subjects – many of them reflecting diversity, equality and challenges preventing a more inclusive society.

Jack Petchey's Speak Out Challenge participants are a reflection of the borough's diversity. Two senior staff from the YDU have been asked to be Regional Final judges each year.

Community Cohesion Events

Edmonton Remembrance Parade

Remembrance Day (also known as Armistice Day or Poppy Day) is on 11th November and marks the day World War One ended, at 11am on the 11th day of the 11th month, back in 1918. A two minute silence is held at 11am to remember the people who have died in wars. Remembrance Parades are held in many towns and cities on the Sunday prior to the 11th to remember those who gave their lives to their country.

The Edmonton Remembrance Parade was held on Sunday 12th November 2017. The Edmonton Parade is led by the Mayor of Enfield and takes place at the Memorial opposite Edmonton Green shopping centre and train station, having marched from the shopping centre to the memorial. Many dignitaries take part in the Parade from Enfield Council, as well as from local schools, the Royal British Legion, Scouts, Guides, St John Ambulance, Sea Cadets, the Police, Boys Brigade, Salvation Army and the Air Training Corps. Order of Service booklets are given out to the public which play an important part in bringing together the community in this diverse part of the Borough to pay their respects for all those who gave their lives in the service of their country, including many from the Commonwealth of Nations.

3 Remembrance Parades are held in Enfield each year in Edmonton, Enfield Town and Southgate. Many members of the local community turn out to mark this important event, either by joining the March or gathering at the memorial.

Arctic Convoy Commemoration

Enfield Council has been conducting the service of remembrance for all those who worked, fought and died in the Arctic Convoys during the Second World War since 2003, when a permanent memorial was erected in the grounds of the Enfield Civic Centre. In January 2017 the Council organised a commemoration event with the Arctic Convoy Veterans.

During the 2017 commemoration, those in attendance were shown a short film about life during the Arctic Convoys, entitled 'The Last Witness'. It was an interesting, hard hitting, emotional account, including actual footage which immortalises the Anglo-Russian project, that succeeded in the 65th year since the Peace of 1945 in the replacement of both the masts of HMS Belfast by Russian engineers, using Russian steel and Russian sponsorship. A project undertaken in recognition of her service escorting **convoys** during WWII.

Victoria Cross Events

Enfield Council were honoured to receive 2 memorial stones from the Government in recognition of soldiers born in Enfield who went on to win Victoria Crosses in the First World War. Locations to place the stones were chosen in areas that would have held resonance with the soldiers concerned.

Grove Road open space in New Southgate was chosen for the Allastair McReady-Diarmid stone as he was born in Grove Road, and Pymmes Park was chosen for the John Alexander Christie stone as he was born in Warwick Road which is approximately 100 yards from the park.

Ceremonies to unveil the stones were arranged as close to the 100th anniversary of the act of bravery as possible.

On Friday the 1st of December 2017 the memorial stone to Allastair McReady-Diarmid was unveiled at Grove Road open space. Family members were in attendance as well as Doug Taylor, Leader of the Council and Ann Cable, the Deputy Lieutenant for Enfield.

Then on Wednesday the 6th of December 2017 the memorial stone to John Alexander Christie was unveiled in Pymmes Park. The Mayor of Enfield, Christine Hamilton and Ann Cable, the Deputy lieutenant for Enfield were both in attendance.

The military fully supported the events and both were well attended by the public.

International Women's Day (IWD)

In *Enfield* we chose the theme 'Women In The Arts, Creativity Inspires Change' and focused on some of the challenges that women face and the inequality that still exists across the arts and questioning why this is so and what can be done. There is a common observation that it's women who 'do' the arts managing, directed by male decision makers. Whilst there is a good representation of females working in 'supporting roles' in the Arts, such as administration, venue management etc. there is a clear lack of them in the creative roles such as directors, writers and in top management roles in arts organisations.

This year's *international* theme is 'Women in the Changing World of Work: Planet 50-50 by 2030' only 50 per cent of working age women are represented in the labour force globally, compared to 76 per cent of men. What's more, an overwhelming majority of women are in the informal economy, subsidising care and domestic work, and concentrated in lower paid, lower skill occupations with little or no social protection. Achieving gender equality in the world of work is imperative for sustainable development.

It was agreed there should be better dissemination of information for women, the naming of a Palmers Green landmark after Stevie Smith e.g. a new road, an annual 'Her Story' day, IWD speakers to give the same talks in schools, further initiatives to promote women's leadership and involvement in the arts in Enfield, promote mentoring services to emerging female artists, set up an Enfield Arts website, establish an Enfield Arts Pass, membership of which would provide news of local arts events and projects with some discounted entry fees where possible, creation of an Enfield Women in the Arts Forum to champion arts for early years, careers in the arts and art in the community, consider having young women/students on future panels and a celebratory arts day in Enfield, reaching out to more women especially those at work during the day.

Holocaust Memorial Day (HMD)

Holocaust Memorial Day 2017, with the theme of 'How can life go on?' , took place on Thursday 26th January at the Dugdale Centre in Enfield. The programme was diverse and the speeches were led by Holocaust Survivor Bernd Koschland, who travelled to Britain on the Kindertransport, and Niamh Shaw, Youth Ambassador for HMDT. The evening included music by Don Kipper, a multi award-winning ensemble and a film of the personal experiences of Sokphal Din, a survivor of the Cambodian genocide.

Once again, both Rabbi Emanuel Levy of Palmers Green and Southgate Synagogue and Rabbi Yuval Keren of the Southgate Progressive Synagogue spoke eloquently about the aftermath of the Holocaust and the challenges which continue to face individuals, communities and nations.

Enfield Council was represented by the Leader of the Council, Cllr Doug Taylor, Councillor Terry Neville, Opposition Leader and Councillor Yasemin Brett, Cabinet Member Community, Arts and Culture who variously spoke about the need to build a strong coherent community on mutual trust, support and understanding, the valuable lessons that Holocaust Memorial Day provides in reminding us that we must be permanently vigilant and outspoken against the voices of hate, division and intolerance, the need to be aware of our own responsibilities in the wake of such a crime.

Black History Month (BHM)

For Black History Month 2017 there was a packed programme of events at the borough's libraries and the Millfield Theatre and Dugdale Centre to celebrate the contribution black people have made to the borough, and the wider United Kingdom throughout the years. Events included plays, workshops and lectures, live music, dance, comedy and drama and sessions for kids.

Enfield Council partnered with Make It Happen Organisation to deliver a small program of free events at the Dugdale Centre. These included a South African Night of Celebration (included traditional singing, talks, South African food and wine), 30 years of BHM UK (with one of the founders of UK BHM Joe Douglas and live music from Wayne Marshall) and an evening with Charlie Phillips (a photographic presentation of the last 50 years of black history in Enfield).

The Council also produced a free brochure listing all of the events taking place in the borough over the month of October allowing all contributors to publicise their BHM events free of charge.

Enfield libraries held black history under 5's story time sessions which included Anansi the spider (an African folklore character). This also included displays in junior libraries, and further displays involving Black Interest authors and musicians. There is an 'Afro Reads' reading group which meets at Palmers Green library monthly.

Enfield's Faith Forum

The Enfield Faith Forum continues to work together across faiths to promote peace, mutual understanding and respect. It meets on a quarterly basis and shares information via e-mail in between. It is facilitated by Enfield Council and has been supported in this way for many years. This year the EFF saw an overhaul of its membership resulting in both new and a more focused and streamlined group, produced a faith calendar of the key festival dates of the 6 main faiths in Enfield (this will be sent to all schools across the borough and shared with colleagues in both the statutory and voluntary sectors) and working together sent out messages of calm and cohesion in the light of the terrorist attacks both in the UK and abroad.

Information was gathered about multi faith prayer rooms in the borough, what the faith communities could do in light of an emergency in the borough and invitations were shared across the forum to various faith events taking place throughout the year.

Enfield Youth Parliament Elections

More than 4,415 young people voted at 14 Enfield schools, elected 40 representatives. Youth Parliament members hold office for 2 years and represent young people's view to Enfield Council.

Fourteen schools held elections over a 2 week period with sixty five candidates campaigning hard for the youth vote. In all, forty young people were elected to the parliament.

Young people living and learning in Enfield's schools, colleges and youth centres have elected a new Youth Parliament for the next 2 years. Organised by Enfield Council, the election results were declared on Thursday 23rd November on a night of high drama to an eager audience of candidates, their parents/carers and supporters at the Dugdale Centre, Enfield Town. Enfield Youth Parliament gives our young people a platform to tell the Council what issues affect them and gives us a valuable sounding board which we can use to test the water on the policies and plans that affect them. Participation in this fantastic programme also helps give young people valuable experience in decisions making, research, negotiation, leadership and debating skills, which will prove invaluable in later life as well as giving them an insight into how government organisations work and make the decisions which affects us all. It is an important contributor to council decisions affecting Enfield's young people and its members also represent the borough at the national UK Youth Parliament.

The new parliament will meet in January to elect a chair and plan their work programme for the year.

Anti Social Behaviour

Enfield residents have given their overwhelming support to new Public Spaces Protection Orders (PSPOs) which will provide more effective powers to help reduce anti-social behaviour in the borough. Car cruising, the use of psychoactive substances on our streets, and intimidatory loitering in Enfield will be targeted as new rules come into play.

The behaviours targeted cover:

- Control of alcohol consumption;
- Vehicle cruising, which includes speeding, driving in convoy, racing, performing stunts, sounding horns and revving engines;
- Riding of mopeds causing distress, alarm or annoyance and/or criminal damage;
- Holding or throwing of fireworks to cause intimidation, etc;
- Prostitution;
- Persons loitering, causing nuisance, etc., in and around council estate blocks;
- Intimidatory begging;
- Possession, consumption, supply and use of psychoactive substances (formerly known as 'legal highs');
- Dog ownership and dog controls including having disposable bags, picking up of faeces, walking a maximum of four dogs at a time (or up to six if licensed by the Council), excluding dogs from certain areas and playgrounds and keeping dogs on leads;
- Smoking in children's playgrounds, including smokeless and electronic cigarettes;
- Flying of drones;
- Motor vehicles left on Council land or land adjoining the highway for an unreasonable period of time;
- Sale of goods to stationary vehicles at main road junctions.

The PSPOs come into force within the next couple of months. A breach of a PSPO would be a criminal offence, subject to a fixed penalty notice or possibly prosecution.

Future Challenges – creating a lifetime of opportunities in Enfield

THE PEOPLE AND THE PLACE		
Delivering for everyone in Enfield over the next four years		
GOOD HOMES IN WELL CONNECTED NEIGHBOURHOODS <ul style="list-style-type: none"> Continue our pioneering approach to regeneration to create thriving, affordable neighbourhoods and places; Increase the supply of affordable, quality housing options; Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development; Create an enterprising environment for businesses to prosper with world class digital infrastructure and access to the right skills and networks. 	EMPOWER PEOPLE TO CREATE A THRIVING PLACE <ul style="list-style-type: none"> Support residents to take more responsibility and play a greater role in developing active and safe communities; Enable people to reach their potential through access to high quality schools and learning; and create more opportunities for training and employment; Work with residents to reduce inequality across the Borough and build settled communities; Embrace our diversity, culture and history to ensure that Enfield is a place for people to grow and enjoy from childhood to old age. 	HAPPIER, HEALTHIER LIVES IN A CLEANER, GREENER ENFIELD <ul style="list-style-type: none"> Protect those most in need by continuing to deliver the services and safeguarding measures they rely on; Work smartly with our partners and other service providers so that as many people as possible are able to live independent and full lives; Build measures into all our strategies and projects that will help improve people's health; Protect and enhance the local environment, green spaces, parks and play areas and ensure that they are safe, well used and enjoyed.

OUR GUIDING PRINCIPLES		
We will:		
COMMUNICATE WITH YOU <ul style="list-style-type: none"> Be responsive, effective and consistent in our communications with residents; Listen carefully to what our residents need and use this information to improve our services; promote Enfield widely to ensure that the Borough receives the maximum benefit from national, regional and sub regional programmes. 	WORK WITH YOU <ul style="list-style-type: none"> Be honest about what we can deliver and provide advice when we are not able to; Engage with residents to measure and evaluate our services; Collaborate across the Borough and beyond to develop new ways of working; Value the workforce across the Borough and enable them to deliver services effectively and efficiently. 	WORK SMARTLY FOR YOU <ul style="list-style-type: none"> Manage resources smartly and reinvest income wisely to deliver excellent value for money; Develop new partnerships across the public, private, voluntary and community sectors to deliver better outcomes for residents; Increase access to digital services and transactions and make better use of data to understand the needs of our residents.

The Enfield Corporate Plan 2018 to 2022 has been formulated to work more efficiently and effectively with residents to provide good homes in innovative and aspirational communities, empowering the people to value the thriving place in which they live. Your Council aim to communicate and work with you in being honest in what we're able to delivery as a Local Authority over, at least, the next 4 years. *A copy of this Plan will be made available on the Enfield website.*

Previous Equality and Diversity Annual Reports

Equality and Diversity Annual Report 2013 – Stronger Communities
Equality and Diversity Annual Report 2014 – Fairness for All
Equality and Diversity Annual Report 2015 – Empowering Communities
Equality and Diversity Annual Report 2016 – Supporting Local People

All reports are available on the Enfield Council website: www.enfield.gov.uk

Further Information

More information on our work and the strategic context within which we work can be obtained by contacting the Community and Resident Engagement Services Team (CREST) on:

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For help with this document please contact CREST via one of the above.