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University of Wales
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COMMUNITY ENGAGEMENT (LCBB4002)

Assignment 1

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Introduction

Enfield London Borough Council is one of the 32 borough councils of Greater London, located in the northern parts of the capital. The present borough was established in 1965 by merging the previous municipal boroughs of Southgate, Edmonton, and Enfield. The council is the home of several historical landmarks such as St. Andrew's Church, All Saints Church, Forty Hall, and the Royal Small Arms Factory (The Editors of Encyclopaedia Britannica, 2013), among others, which was responsible for the design and production of the Lee-Enfield bolt-action rifle that served as the main firearm for the British Empire and Commonwealth from 1895 until 1957 (Wikipedia, 2023). Since then, the focus of its infrastructure has shifted significantly and the current state of the council has shifted towards residential development and attracting more service-type businesses, than production and manufacturing businesses such as the lumber mills that used to exist there before.



Figure 1 - Enfield Council logo (Enfield Council, n.d.)

Address	Civic Centre Silver Street Enfield EN1 3XA
Telephone Number	020 8379 1000
Website	http://www.enfield.gov.uk/
Population	336,886
Households	130,975
Inland Area	8,083 hectares
Council Tax (band D)	£1,446.12
Budget 2022/2023	£236.8m
Leader	Cllr Nesil Caliskan (Labour)

(London Councils, n.d.)

Council Analysis

Key Stakeholders

- **Residents**
The people that reside in the council are the largest and most important stakeholders that are the moving force behind the majority of the decisions made in terms of the development of the council.
- **Local Businesses**
Councils prioritise the development and growth of small and medium businesses in order to ensure a balanced development of the local market composition.
- **Large Businesses**
One of the most important segments of the stakeholder sum are large businesses that provide employment for the residents and also invest in the local infrastructure.
- **Local Authorities**
Part of a well-organised council and stakeholders are local authorities such as education, health services, waste disposal, roads and highway maintenance, housing, planning, etc. (NHS, n.d.)
- **London Mayor**
The London Mayor is directly involved in the budgeting of institutions such as the Metropolitan Police, TfL, London Fire Brigade, Sports, Environment, Arts & Culture, etc. that can have a direct impact on the council. (Mayor of London London Assembly, n.d.)
- **UK Government**
The government is also part of the stakeholders since it collects taxes or can be involved as a direct investor in the council.



Figure 2 - London Boroughs (Finance the Future, n.d.)

Porter's 5 Forces

- **Threat of New Entrants – Medium**
Although in certain fields the threat of new entrants can be higher due to regulations or the lack of incentives provided, in general, the council will try and make it easier for new stakeholders to enter the scene just like in the case of farming initiatives (The Team, 2022).
- **Threat of Substitutes – Low**
Due to its irreplaceable role in governance and as a provider of essential services, there is no applicable variant of a council substitute. (Local Government Association, n.d.)
- **Bargaining Power of Buyers – Medium**
A council is accountable for its actions in front of the government and its constituents; thus, it must adhere to the needs and legislations of both parties.
- **Bargaining Power of Suppliers – Low**
The local government has the power to intervene in almost all instances by being its own supplier and in addition, it operates in generally such a way that it creates a competitive market where entities are trying to compete for the position of the official supplier (Competition & Markets Authority, 2017)
- **Rivalry Among Existing Competitors – Low**
The rivalry between the council and its stakeholders or other councils is almost non-existent and in general, councils cooperate between themselves or with their stakeholders in order to promote local democracy (Local Government Association, 2021).

PESTLE

P olitical	Stable political system with a majority of Labour party Councillors that ensures less friction and disagreement (London Councils, n.d.).
E conomical	Although the Enfield Council has been underperforming in several key economic indicators compared to the average for London (London Borough of Enfield, 2020), an Economic Development Strategy is currently being implemented.
S ocial	The population of the council is of mixed ethnicities, origins, and religions. In addition, the segmentation by age and gender is relatively equal. The council itself has ensured that its services are accessible to all groups (Office for National Statistics, 2021).
T echnological	Even before the pandemic, the council of Enfield has digitised most of its services such as taxation, pensions, libraries and archives (Enfield Council, n.d.), e-purchasing for commercial suppliers (Enfield Council, n.d.), digital network for the local LGBTQ community (Enfield Council, n.d.), etc. which shows the willingness for technological development that will make the everyday lives of its stakeholders improve for the better.
E nvironmental	With services that address issues such as pest control (Enfield Council, n.d.) to carbon and greenhouse gases (Enfield Council, n.d.), the council is reporting that levels of air pollution are dropping (Enfield Council, n.d.).
L egal	Although crime has risen in the past 10 years, it is mostly concentrated in the "Theft from person" category. Compared to the other councils Enfield sits at 18 th place out of 33 making it an averagely safe in terms of crime (Office for National Statistics, 2022).

Social Issues

Currently, the Enfield Council is facing several issues that it hasn't been able to resolve for several years. Although plans and strategies have been or are currently being implemented some of those issues have seen a turn for the positive and others are with a reduced negative impact on the residents and businesses in those areas. The key social issues that the council is facing are:

- **Housing Crisis** – One of the biggest issues that Britain is currently facing is the insufficient number of housing available compared to the number of people living on the island. The council has approached many landowners in order to acquire land which will be developed into high-rise residential buildings with average success (Enfield Dispatch, 2021). Although an effort has been made the council is falling 45% short of its promised 798 houses built per year in 2021, which is the last update currently available (Enfield Dispatch, 2021).
- **Poverty and Homelessness** – In the past few years poverty levels have risen due to rising inflation rates, mass layoffs, BREXIT, the COVID pandemic, and the Russian invasion of Ukraine that led to a brutal and inhumane war resulting in the displacement of millions of asylum-seeking Ukrainians and the devastating earthquakes in Turkey and Syria. These and many other smaller factors have a long-reaching effect even in the council of Enfield. The issue has been detected by the Enfield Poverty and Inequality Commission which is closely working with the central government and the Smith Institute in order to reduce the increasing numbers (Enfield Council, 2020).
- **Pollution** – Although the council has resolved most issues with different types of pollution such as recycling, water pollution, etc., the matter of air pollution is a different topic. There are currently four monitoring stations and two “Breathe London” sensors that operate on the territory of the council, which provide hourly data on the quality of the air (Enfield Council, n.d.). Although Enfield is still having issues with the rate at which carbon and greenhouse gas emissions are polluting its air (Enfield Council, n.d.), they have declared that they are following their Climate Action Plan which states that Enfield will become a carbon-neutral borough by 2040 (Enfield Council, n.d.).
- **Crime and Safety** – The crime rate in Britain has gone up almost twice as much in some areas and cities including Enfield due to underfunding of British police and several other external factors. In the past year, Enfield is reporting a lower crime rate than the previous year. Thanks to publicly available data, Enfield is placing much lower compared to the average crime rate in London, but higher on the average crime rate statistics for England, Wales, and Northern Ireland. The majority of the committed types of crimes are Violence and Sexual Offences, Anti-Social Behaviour, and Vehicle Crime (CrimeRate, n.d.).

Stakeholder Participation

On the council's website, stakeholders can find many opportunities to be involved in different activities or be part of the local community, in addition, the council has created a hub on LinkedIn called OpEn Enfield (Enfield Council, n.d.) for investment opportunities where businesses and organisations can get in touch. Some of the opportunities for stakeholder participation that the council provides are: local community groups such as Ponders End Partnership and Bontagu Big Local (Enfield Council, n.d.), libraries, museums, theatres, archives, leisure centres and swimming pools, cycling communities, youth development (Healthy Enfield, n.d.), sports facilities, memorial installation, etc. (Enfield Council, n.d.). The council mainly advertises its services and opportunities for stakeholder participation on the internet using platforms such as its own website, Facebook, LinkedIn, Twitter, Instagram and YouTube, there is also information provided via newsletter mail, e-mail, direct consultation, and representatives approaching local communities, organisations, and social clubs.

Stakeholders' Consultation Methods

Similar to its participation approach the council uses mostly their website to serve as a host for most of the information that the majority of its shareholders will be looking for, but the council will respond to queries addressed to them via channels such as telephones, email or in-person approach in the council building or by sending an expert or a representative depending on the instance. The council takes into account many different factors such as who are they addressing (business or an individual, gender, age, nationality, religion, financial status, etc.) in order to ensure proper means of communication and effectiveness of the methods that have been chosen. It is important for the council to be successful in its consultation methods since their re-election is based on the fact of how well they are performing and tailoring their efforts towards the needs of the people or the businesses. One such effort is the comprehensive guide on their website for employers and businesses regarding the period during the COVID-19 pandemic (Enfield Council, n.d.).

Communication and Strategic Implementation of Feedback

Part of a successful community engagement process is the communication between the council and its stakeholders and what happens after the exchange of information or proposals. In a democratic society, the government and people should operate like a well-lubricated machine and each part should communicate with the other parts. The council provides many channels for communication covering issues such as "Nuisances" (Enfield Council, n.d.), "Community Safety" (Enfield Council, n.d.), "Environment" (Enfield Council, n.d.), and many others, the council has been also criticised for its slow response to complaints on numerous occasions, especially by members of the opposition to the current council members (Enfield Dispatch, n.d.).

Conclusion

Despite the aforementioned issues and weaknesses of the council of Enfield, it is performing on an average level. The diverse community and businesses on its territory are bringing much to the table, making Enfield a place where progress although slow is stable. With a vibrant history and offering something for everyone, Enfield is a well-developed council even though it is located in the most northern part of London, far from the busy centre of the city. Although it can not compete on the same level as councils such as Kensington & Chelsea, Westminster or Wandsworth, Enfield remains a place where people from all walks of life can still feel close and be part of a tight knit community and small and big businesses can exist side by side. Although there is still much to be accomplished, Enfield is on a steady path to progress.



Figure 3 – The banks of The New River (Curtin, 2020)

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