

ACTIVE AND CREATIVE

ENFIELD LEISURE AND CULTURE STRATEGY 2015 TO 2020

JULY 2015





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FOREWORD

Our vision is to improve the lives of our community through leisure, sport, arts, heritage and culture. By 2020 every resident will have the opportunity to participate and experience leisure and cultural activities in their local community. The Active and Creative Strategy is about making leisure and cultural activities an important and valued part of the community. It is a five year strategy that sets out our strategic aims and objectives for leisure, sport, arts, heritage and culture from 2015-2020. It recognises the impact of leisure and culture on wider social, health and economic development. It builds upon the progress made as a result of the Everybody Active (2009-2014) and Creative Enfield (2008-2013) strategies.

We believe that leisure and cultural activities significantly add to community life and positively impacts well-being and a sense of civic pride for everyone who lives, works and studies in Enfield. It provides fun, enjoyment, excitement and challenge as well as the opportunity to meet and interact with people of different ages and from different backgrounds. It also helps reduce obesity and isolation, improve health, provide positive activities, develop skills and create jobs.

Enfield's Active and Creative strategy outlines the intention of Enfield Council and its partners to enrich the offer through better joined up working, advocacy and exploitation of opportunities that help build the capacity of groups and organisations operating in the sector, and raise the profile of the great things to see, do and get involved with in Enfield. This strategy has been developed by Enfield Council in conjunction with a range of partners and local community organisations. It contributes to the key priorities of the Enfield Strategic Partnership, Enfield Council and other local organisations. We would like to thank these partners and look forward to working with them in the future.

Cllr Doug Taylor
Leader of the Council

INTRODUCTION



We believe that Leisure and Culture is an important and valued part of community life in our borough. It not only brings vitality, life and vibrancy to Enfield's community, it also provides lifelong enjoyment.

This strategy sets out the case for ongoing provision and investment in Leisure and Culture to deliver a range of outcomes and support wider social agendas in areas such as education, health, the economy and facilitate the development and empowerment of communities. Leisure and Culture provides us with opportunities within an increasingly diverse yet cosmopolitan society to come together, celebrate and enjoy shared experiences. It is an excellent mechanism for increasing social capital and social cohesion. But beyond that broader value, leisure and culture continues to provide us with those inspirational, incomparable and invaluable moments of enjoyment whether it is listening to music, watching our team win, enjoying a community event, visiting a heritage venue and learning about Enfield's rich history or going to the theatre.

In summary, Leisure and Culture has a positive impact on cross cutting agendas such as:

- Improving health and well-being
- Supporting local people and building capacity
- Raising aspirations and increasing life chances
- Promoting social and economic development

Our Active and Creative strategy sets out our commitment to cultivate and build upon the current levels of provision to achieve our vision.



OUR VISION

We want to continue to improve the lives of our community through leisure, sport, arts, heritage and culture. By 2020 every resident will have the opportunity to participate and experience leisure and culture activities in their local community. We want to **Engage** our residents, **Inspire** greater participation, and **Grow** involvement.

ACTIVE AND
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OUR OBJECTIVES



We want everyone to understand and value the benefits of Leisure and Culture and to translate that into everyday participation. Leisure and Culture can make a significant difference to our physical and mental well-being, happiness and outlook on life. They help to reduce long term health conditions, increase the likelihood of community cohesion and promote a “feel good factor”. It can help prevent or reduce obesity and enable older people to continue to lead and enjoy independent lives. Leisure and Culture can impact on community safety, anti-social behaviour and crime, it can impact on deprivation and economic prosperity but probably more importantly leisure and culture adds value to our lives in allowing us to enjoy sport, theatre, cultural events, physical activity and relaxation with friends and family.

By 2020, Enfield will be a culturally vibrant and active borough, which celebrates the diversity and heritage of its people and values the contribution of all sectors of the community from the cultural and sporting life of the borough. Leisure and Cultural partners will work together to bring more skills, experience and employment to the borough and make Enfield an even more attractive place for people to live and work. We will foster the development of vibrant clubs, venues and town centres developing the local economy where possible. More people will take part in leisure, sporting, arts and cultural activities. We will work to ensure that everyone, including our young people, can access a broad range of excellent cultural and leisure services so that they are able to realise and achieve their full potential for the benefit of the wider community.



A number of local issues underpin and support the development of this strategy, see Appendix 1 for further details but the headline issues are listed below:



INACTIVITY LEVELS

In 2014, Enfield has been identified as one of the top 10, most inactive adults in country with 36.9% of adults in Enfield adults taking part in no physical activity



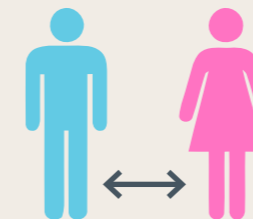
POVERTY

In 2011, over a quarter (23,000) of young people and children living in poverty



RAISING YOUTH ASPIRATION

From April 2014 to March 2015 on average 3.5% of Enfield's young people (aged 18-24yrs) claimed Job Seekers allowance compared to 3.3% regionally



LIFE EXPECTANCY GAP

There is an 8.7 years difference in life expectancy for males and 8.6 years difference in females from Upper Edmonton to Grange Park ward (2011-2012)



OVERWEIGHT OR OBESITY

64% of Enfield Adults are overweight or obese (2012-2013)

Enfield has the 6th highest prevalence of reception aged children who are overweight or obese (26.2%) and 13th highest in London with 39.1% for year 6



MENTAL HEALTH

In 2012, estimates suggest that 32,263 adults aged 18-64 years in Enfield are living with a common mental health disorder such as depression, anxiety or obsessive compulsive disorder

For more up to date information please visit: www.enfield.gov.uk/healthandwellbeing

Council resources will be used to improve the quality of life for our residents. Partnership development and innovative programmes will be fundamental to the way we deliver services in order to reduce the demand on public resources whilst increasing the benefits to residents.

Enfield's population is currently estimated to be around 320,000, and it is expected to grow to about 335,000 by 2020. This strategy is written at a time of significant economic pressures and

all the challenges that it brings to local people in terms of their employment, wellbeing, life opportunities, and expendable income. In this context the Council is seeking to work ever more efficiently through commissioning, partnering, brokerage and good management of resources whilst maintaining excellent standards. The Council's ambition for its residents is to be a top performing authority in the area of Leisure and Culture. This context is a key driver of this strategy in that it emphasises the need to work in partnership, to share resources, and bring partners together to seek new funds and seize opportunities.

OUR PRINCIPLES



WE WILL ACHIEVE OUR VISION WITH 3 PRINCIPLES

ENGAGE

Under the ENGAGE principle we will explore alternative ways of attracting under-represented groups to participate and experience the leisure and culture offer and celebrate the diversity of our Borough by bringing people together.



Our ENGAGE aims are to:

- Raise awareness of leisure and culture activities and its benefits
- Work in partnership with non-traditional leisure and culture groups/organisations to involve them in the planning, promotion and delivery of events and activities
- Promote community cohesion by integrating communities through our local festivals, activities and events.

INSPIRE

Under the INSPIRE principle we will raise the aspirations of our residents through leisure and culture emphasising that achievements are valued at every level from personal fitness goals, to joining a local drama group, to competing in a dance competition.



Our INSPIRE aims are to:

- Encourage our young people to engage, participate and succeed in leisure, sport, arts and culture
- Energise and motivate our residents to become more active promoting lifelong participation and improving health
- Promote Non-Clinical Pathways into Universal Services for mental and physical well-being through leisure and culture activities.

GROW

Under the GROW principle we will develop our people, resources and services to ensure leisure and culture continues to exist as traditional sources of funding become scarce.



Our GROW objectives are to:

- Improve access to leisure and culture opportunities across Enfield
- Build the capacity of leisure, sport, the arts and culture sector to extend the local activity offer supporting long term sustainability
- Develop Enfield as a geographical, social and economic hub of activities for arts, cultural, heritage and sporting events.

OUR LEISURE AND CULTURE PROVISION IN ENFIELD



Leisure and culture provision in Enfield is rich in what it has to offer its community. Opportunities to be active and creative can be found in a number of channels led by our public, private, community and voluntary groups and organisations. A map illustrating Council provision is available in Appendix 2.

Visually the landscape of leisure and culture includes:

- 5 theatres providing diverse theatre productions
- 7 leisure centres including bowls facilities, swimming and fitness suites
- Forty Hall and Estate – Grade 1 listed Jacobean Manor House

- Over 150 sports clubs with 41 Clubmark Accredited
- A wide events programme including Enfield Autumn Town Show and Edmonton Festival
- 6 youth clubs providing positive activities
- 123 parks and open spaces consisting of outdoor gym areas, tennis courts and multi-use games areas

- Opportunities to compete at London Youth Games
- Sports events raising money for local charities
- Exercise referral programmes to reduce sedentary lifestyles
- Physical education service to schools
- 17 libraries
- Museums and local history



A number of areas contribute to the Leisure and Culture offer in Enfield:

ACTIVE TRAVEL / CYCLING

Enfield is one of the largest boroughs in London. Its landscape varies from greenbelt to built-up urban areas. Our borough is linked together with 374 miles of streets and roads to walk, cycle or drive on and use public transport. We have ambitious plans to further improve transportation in the borough to help residents make healthy and sustainable travel choices.

Walking is a great way to get gentle outdoor exercise benefitting physical and mental well-being. 30% of all car trips in Enfield are less than 2km (just over 1 mile). This distance can easily be walked in less than 25 minutes; the 'walkit' tool campaign promotes walking between destinations, supporting our active travel plans. Our School Travel Plans also look at ways to encourage walking and cycling to school.

Cycling is a fun, healthy and economical way to travel. Nearly 80% of car trips in Enfield are of cycleable length. Enfield Council was awarded £30 million to transform cycling across the



borough by the Mayor of London, making the cycling environment much more attractive and enabling more people to choose cycling for local journeys. The Cycle Enfield programme will improve road infrastructure in and between town centres and provides supporting activities like the £10 Cycle Loans.

ARTS AND CULTURE

The arts contribute to our sense of who we are as a place and as a community. They contribute to our social, economic and educational value systems, building bridges and connections across our diverse communities. We believe that the arts and culture contributes to making Enfield a great place to live, work, study, visit and do business.

The arts and cultural offer in Enfield embraces the work of:

- Artists, painters, poets and sculptors
- Millfield and Dudgale Theatre
- Community Theatres (Chickenshed, Intimate and FacefrontTheatres)
- Forty Hall and Estate



- Festivals and Events
- Musicians
- Visual and performing arts

The wide range of arts and cultural organisations and groups enhances the vitality, diversity and innovation to our offer in Enfield.

HEALTHY PLACES, PARKS AND OPEN SPACES

Creating vibrant, prosperous communities is at the heart of our plans for Enfield. We are driving regeneration in a number of areas, delivering new homes, improving open spaces, shops, leisure and community facilities. Our Borough is one the greenest in London with 123 parks and open spaces of which a significant proportion have Multi Use Games Areas, outdoor gyms, play areas, tennis courts, running and walking circuits.

Parks and open spaces provide residents with local, free-low cost and accessible places to keep active, play and simply enjoy life. They also provide a venue to bring communities together through festivals and events promoting community cohesion and civic pride.



LEISURE, SPORT AND PHYSICAL EDUCATION

Physical activity and access to appropriate leisure opportunities is a key factor in the prevention of number of long term health conditions. Within our schools we support PE teams in increasing the number of extra-curricular sports opportunities for pupils including gymnastics and dance festivals, we develop the skills of young people to become coaches and young leaders and improve the standards of school swimming and the swimming provision available in curriculum time.

We have invested significantly in our Leisure Centre's and facilities including the refurbishment of QEII stadium to improve the quality of provision for local people ensuring these facilities are widely accessible by all members of the community. Fusion Lifestyle as the operator of our Leisure Centre's will continue to play a pivotal role in investing and increasing participation. Sports developments sessions are provided by a range of partners including the Council, community groups and our sports clubs. These outreach sport, health and dance sessions are held in community settings such as schools, parks and open spaces and community halls allowing residents to participate in physical activities locally. This function is fundamental to prevention of long term health conditions.

LIBRARIES

Libraries are important sources of information and signposting to local leisure and culture opportunities. The Council currently has 17 libraries, the highest in London. Our libraries serve our community in a number of ways, by:

- Supporting learning and skills through a range of learning and literacy resources with space for quiet study for teenagers and adults and a fun and creative space for young children to improve their readiness for school
- Addressing digital exclusion so that all people can benefit from going online with improved and expanded IT facilities including assistive technology and support for people who want to learn digital skills
- Outreach to build strong communities and address social exclusion with community use of facilities, reaching out to communities and people in greatest need and increased use of volunteers who will receive a programme of training and support

Functioning as co-ordinated centres for accessing information, advice and services for a range of organisations including the Council, with support for online forms, self-service kiosks, general advice and appointments and shared facilities with other services, library services play a key to promoting the local leisure and culture offer in Enfield.



MUSEUMS AND LOCAL HISTORY

Enfield Museum Service unites and celebrates the history and diversity of Enfield's people and places. Our mission is to bring together and celebrate the people and places of Enfield. We do this by collecting and caring for things from the past and present so that people can enjoy, learn from and share in each other's lives. The Local Studies Library & Archive exists to identify, acquire, and preserve archival materials that document the history of the London Borough of Enfield, and to make such records available for the benefit of all its partners, residents and visitors. Museums and Local History play an important role in social integration and can reduce the sense of isolation supporting the mental health and well-being agenda.



PUBLIC HEALTH

Public Health supports people to achieve a healthy mind and body. We do this with individuals, families and communities where they live and work to prevent disease, promote health and prolong healthy life.

70% of NHS budget is spent on Long Term Conditions (e.g. diabetes, heart chronic kidney disease, chronic pulmonary obstructive disease (COPD)). All of these are either preventable or amenable to lifestyle change. Physical activity is associated with a 30% reduction in mortality as well as a 20-30% reduction in such as diabetes, heart disease bone disease and mental ill-health. There is also a proven link between the increased likelihood of obesity across generations in families. Critical to tackling this problem is investing resources to increase participation in physical activity. The estimated health cost due to insufficient physical activity is £4.5million in Enfield. In the current economic climate investing in physical activity will significantly reduce financial pressure and improve the lives of our residents.



YOUTH AND FAMILY SUPPORT SERVICES

Youth and Family Support Services provide young people and families' information, advice and guidance on a range of services, activities and programmes available in the Borough. The youth centres and hubs play a vital role in providing a safe environment for young people to engage in leisure and culture activities. The networks built within this service are essential in supporting the promotion and growth of participation in these activities.

OUR ACHIEVEMENTS



In partnership with our customers, volunteers, staff, service providers and community groups we have achieved a number of benefits for our residents in the following ways:

- Opening of a new Studio Theatre and Conference Centre at the The Dugdale Centre in Enfield Town
- Customer service excellence accreditation for Enfield Council's Leisure and Culture Service
- Online bookings system for sports courses making bookings more accessible for customers
- Appointment of a new leisure centre operator
- Approximately £8.9 million has been invested in the leisure facilities since 2010 including £5.5 million at Southgate LC, £2.5 million at Albany LC and nearly £1 million at Southbury LC
- Increase in attendances at the leisure centres from approximately 1.6 million in 2010/11 to 1.9 million in 2013/14, an increase of nearly 20%
- Refurbishment of QEII stadium
- Restoration of Forty Hall and Estate
- Refurbishment of Millfield Theatre and Millfield House
- Over 386,000 attendances to a theatre performance at Millfield Theatre and The Dugdale Centre
- 308,000 Children and Young People attendances in Positive activities at Millfield Arts Centre in Edmonton
- 13 new outdoor gyms and trim trails
- Development of Ponders End Youth Centre with a gym and a sports hall
- Development of UNITY HUB Youth Centre with a gym, climbing wall and a dance studio.



REGIONAL AND NATIONAL CONTEXT

Leisure and Culture contribute to our sense of who we are as a place and as a community. They contribute to our social, economic and educational values, building bridges and connections across diverse communities. We believe that leisure, sport, arts, heritage and culture contribute to making Enfield a great place to live, work, study, visit and do business.

Our strategy is in line with Sport England's <i>A Sporting habit for Life 2012-2017</i> specifically on items:	It also takes into consideration the <i>London Sport Strategy</i> principles:	The Art Council England's <i>Great Art and Culture for Everyone 2010-2020</i> also influences this strategy specifically through the following items:
<ul style="list-style-type: none"> • More people taking on and keeping a sporting habit • Create more opportunities for young people • Nurture and develop talent • Provide the right facilities in the right places • Ensure real opportunities for communities 	<ul style="list-style-type: none"> • Make it easier for Londoners to find the right activity, stay in it and achieve their potential • Get more resources by making best use of current investment and securing more • Supporting grassroots organisations by making the structures simpler and better • Bigger and better workforce to support activity • Harness the power of elite sport to create sustained grassroots activity and inspire the next generation of talent 	<ul style="list-style-type: none"> • Everyone has the opportunity to experience and to be inspired by the arts • The arts are resilient and environmentally sustainable • Every child and young person has the opportunity to experience the richness of the arts

CONCLUSION

Our strategy "Active and Creative" challenges all of us as individuals to make leisure and culture a regular part of our lives and to create environments, facilities, programmes and events at a local level that make it easy for us to do so. To achieve the vision by 2020 will require action and investment by many organisations working together to provide a co-ordinated Leisure and Culture offer for every young person and adult in Enfield that promotes healthy lifestyles, promotes community cohesion, delivers economic improvements and delivers positive activities for the community to take part in.

ACTIVE AND CREATIVE ACTION PLANNING





ENGAGE

Under the ENGAGE principle we will explore alternative ways of attracting under-represented groups to participate and experience the leisure and culture offer and celebrate the diversity of our Borough by bringing people together.

ACTIONS	OUTPUTS/ MEASURE /PI / MILESTONE	TIMESCALES	RESOURCES	LEAD
E1. Raise awareness of leisure and culture activities and the benefits				
E1.1. Develop a coordinated approach for health, leisure and cultural activities in Our Enfield Magazine, Press Releases and What's On e-newsletter and other Council marketing initiatives.	Regular meetings with all parties involved in health, leisure and culture activities to promote a joint approach to priorities	Commence 1st April 2015	Council	Leisure and Culture & Corporate Comms
	Produce a calendar of events in line with Enfield Festival Brochure incorporating Health, leisure and culture activities	May 2015	Council	Leisure and Culture
	Secure a page of health, leisure or culture related activity in every edition of Our Enfield	TBC	Council	Leisure and Culture
E1.2. Ensure information on leisure, health and cultural activities in the Borough are available in variety of formats and are accessible for all.	Hard copy posters in parks notice boards, youth clubs, libraries and leisure centres	Ongoing	Council	Comms and Leisure and Culture teams
	Information on activities and events sent via email to community organisations, faith groups and schools	May 2015	Council	Leisure and Culture
	Maximised use of social media to promote activities and its benefits	Ongoing	Council	Corporate Comms
	Use the council 'Market Place' to advertise universal services and activities as part of the prevention aspect to the Care Act agenda	May 2015	Council	Leisure and Culture & Corporate Comms
E1.3. Utilise market segmentation data to target marketing for specific profiles.	Targeted marketing materials and channels with support from London Sport	June 2015	Council	Comms and Leisure and Culture teams
E1.4. Deliver targeted communication for: <ul style="list-style-type: none"> • Hard to reach groups • Faith groups • Women and Girls • Disabled and Deaf People • Voluntary Community Sector • Young people • Over 50s • Local Businesses • Investors/Sponsors 	Guidelines produced on appropriate language in line with 'tone of voice' of website – agreed via Enfield 2017	Sept 2015	Council	Comms
	Distribution list created for key contacts	June 2015	Council	Leisure and Culture & Corporate Comms
E1.5. Develop an online portal in line with the transformation of the Council Website which centrally holds all information of leisure and culture activities in the Borough, making it easier for all to access local information.	Council information gathered and inputted on system with a mechanism for partners to add information verified by Council. System tested and live	March 2016	Council Enfield 2017 Project	Leisure and Culture/Enfield 2017
E1.6. Promote Libraries as a point of customer contact regarding leisure and culture provision.	Libraries added to Leisure and Culture publicity (where appropriate and training/guidance have been provided)	May 2015	Council	Leisure and Culture/ Libraries
	Scripting for customer services to reflect this	Ongoing	Council	Leisure and Culture/OSC

ACTIONS	OUTPUTS/ MEASURE /PI / MILESTONE	TIMESCALES	RESOURCES	LEAD
E1.7. Promote national campaigns such as Change4Life '10 Minute Shake Up' and NHS Choices 'Couch to 5K' to promote local participation.	Promotion included on Council Website, social media and Our Enfield	May 2015	Council	Corporate Comms/ Leisure and Public Health
E1.8. Promote Enfield Fusion Leisure Centres as hub sites for physical activity and sport.	Tag line added to appropriate leisure and health information regarding leisure centres	May 2015	Council	Leisure and Culture and Fusion Lifestyle
E2. Work in partnership with non-traditional leisure and culture groups/organisations to involve them in the planning, promotion and delivery of events and activities				
E2.1. Set up appropriate consultation and engagement with existing and potential new user groups of Leisure and Culture Activities to ensure the community have every opportunity to get involved, including (but not exclusive to): <ul style="list-style-type: none"> • Faith groups • DAAT Team • Parent Engagement Panel • Youth Parliament • Disability Groups • Area Youth Forum • Voluntary Community Sector Groups • Targeted youth engagement board • GP Surgery Patient Participation Groups • Schools • Over 50s Forum Using up to date data ensuring that marginalised groups are also targeted including: <ul style="list-style-type: none"> • women and girls • BME groups • disability groups • lower socio economic background focussing on 5 wards of lowest life expectancy: Jubilee, Chase, Upper Edmonton, Ponders End, Enfield Lock 	Meetings secured and a minimum 5 groups sign up to promoting activities	March 2016	Council	Leisure and Culture/Public Health
	E2.2. Deliver Active and Creative Strategy roadshows that advocate the benefits of growing participation in Leisure and Culture Activities.	Minimum of 3 roadshows delivered per quarter in year 1	March 2016	Council
E2.3. Launch 'Active and Creative' Campaign – whereby communities groups pledge/sign up and commit to promoting local activities.	Minimum of 10 groups pledge per year	March 2018	Council	Leisure and Comms
E3. Promote community cohesion by integrating communities through our local festivals, activities and events				
E3.1. Celebrate Enfield's diversity by promoting local cultural venues and activities as high quality and affordable provision to meet, create, be active and do business.	Information added within the Enfield festival brochure for a range of community groups	May 2015	Council	Leisure and Culture
E3.2. Promote intergenerational projects and activities by holding a number of events that bring together different age groups in order to make people more aware of the diverse local community.	1 additional event added to events calendar per year	May 2015	Council	Leisure and Culture
E3.3. Promote National Days through web and social media of all the different cultures in Enfield highlighting significant leisure and cultural aspects of those cultures/nations.	1 national day promoted per month including national days for older people, mens health week etc.	March 2016	Council/ Fusion	Leisure and Culture and community groups
E3.4. Work with the Voluntary Community Sector to encourage mass participation challenges to bring community groups together.	2 community physical activity challenges per year	March 2016	Council	Leisure and Culture



INSPIRE

Under the INSPIRE principle we will raise the aspirations of our residents through leisure and culture emphasising that achievements are valued at every level from personal fitness goals, to joining a local drama group, to competing in a dance competition.

ACTIONS	OUTPUTS/ MEASURE /PI / MILESTONE	TIMESCALES	RESOURCES	LEAD
I1. Encourage our young people to engage, participate and succeed in leisure, sport, arts and culture				
I1.1. Consult with young people to provide a range of sporting and cultural activities and events that is led by young people to engage their peers.	Attendance at youth parliament twice a year	March 2016	Council/ external funding bids	Leisure and Culture
I1.2. Encourage our young people to become young leaders in their community through volunteering, work experience and training opportunities.	Minimum of 15 work experience placements	March 2016 (annually)	Council	Leisure and Culture
I1.3. Develop opportunities for young people to influence decision making and shape future services via the Area Youth Forums and the Enfield Youth Parliament.	Attendance youth parliament twice a year	March 2016 (annually)	Council	Leisure and Culture
I1.4. Work closely with youth and family support services across the Borough to ensure young people at risk have the opportunity to participate in positive activities.	Information provided to YFSS team via portal development – referrals reported MOPAC project by THF signed off	March 2016	Council	Leisure and Culture
I1.5. Use Leisure and Culture activities to help young people remain in education, employment and training reducing unemployment and improving skills of Enfield's residents.	Minimum of 3 internships annually	March 2016 (annually)	Council	Leisure and Culture
	Annually deliver min of 1 sports leaders award	March 2016	External	Leisure and YFSS
I1.6. Build stronger connections with schools to promote life-long participation in leisure and culture activities and promote the use of Enfield facilities to host national school sports events.	Secure a Leisure and Culture Champion in each school	March 2018	Council	Leisure and Culture
	Regular attendance at Heads of PE meetings	Ongoing	Council	Leisure and Culture
I1.7. Provide competitive structures for those young people wishing to compete and engage at a higher level such as London Youth Games.	Trials for youth games advertised to all schools and clubs in the Borough	March 2016	Council	Leisure and Culture
	Enter a youth games team annually	March 2018	Council	Leisure
I1.8. Work with Fusion Lifestyle to ensure affordable provision is available for young people at Leisure Centres.	Free swimming and use of gym during school holidays	March 2016	Council	Leisure
I2. Energise and motivate our residents to become more active promoting lifelong participation and improving health				
I2.1. Promote a programme of healthy lifestyle opportunities for the community and local businesses including walks programme.	Minimum of 6 businesses annually 'pledge' to promote healthy lifestyles within the work place	March 2016	Council	Public Health
I2.2. Work with Fusion Lifestyle to increase the number of new members at Leisure Centres.	Number of new member reported in monthly meetings	Ongoing	Fusion	Fusion
I2.3. Increase the number of Health champions and Health Trainers (as part of the Non-Clinical Pathway) in the Borough that promote the benefits of health, leisure and culture activities.	15 more health champions within year 1 via sports development coaches and instructors 1 additional Health Trainer (dependent on funding)	March 2016	Council/ External	Public Health

ACTIONS	OUTPUTS/ MEASURE /PI / MILESTONE	TIMESCALES	RESOURCES	LEAD
I2.4. Develop a volunteer network of key groups to be used as promoters/motivators/health champions of activities and its benefits ensuring 10 organisations pledge to make a difference to their local community.	10 organisations pledge	March 2016	Council	Public Health
I2.5. Launch the 'Energise' campaign where by local residents support their neighbour to participate in health, leisure or culture activities.	20 residents pledge	March 2016	Council	Leisure and Culture
I2.6. Ensure there is good signage and visual aids in our Environment (including parks, streets and open spaces) to ensure residents are aware walking/cycling distances to local amenities and leisure and cultural facilities.	Signage installed across the borough	March 2017	Council	Environment and Public Health
I2.7. Seek opportunities to install public art in parks and open spaces as a way of supporting and recognising local talent. This could include sculptures, art trails, etc.	Public art placed in local parks	March 2017	Council	Culture and Environment
I3. Promote Non-Clinical Pathway into Universal Services for mental and physical health and wellbeing through leisure and culture activities				
I3.1. Ensure residents have the opportunity to access nature, parks (including outdoor gyms) and open spaces as a means of physical and mental well-being.	Information available to health trainers to include as part of the mapping process for the Non Clinical Pathway	April 2016 (ongoing)	Council	Leisure, Culture, Parks and Public Health
I3.2. Identify a number of 'Healthy Parks' as a means of supporting physical activity referrals.	To include as part of the Non-Clinical Pathway	March 2017	Council	Parks and Public Health
I3.3. Develop capacity of local sports clubs through training to ensure they can cater for a wide range of residents.	2 club forums per year	March 2016 (ongoing)	Council	Leisure
I3.4. Explore libraries, museums and local history as referral opportunities.	Information available to health trainers	March 2016	Council	Public Health
I3.5. Lobby for GP referrals into physical activity.	Funding secured for GP payment of referrals	March 2017	TBC	FRCS and Public Health

**GROW**

Under the GROW principle we will develop our people, resources and services to ensure leisure and culture continues to exist as traditional sources of funding become scarce.

ACTIONS	OUTPUTS/ MEASURE /PI / MILESTONE	TIMESCALES	RESOURCES	LEAD
G1. Improve access to leisure and culture opportunities across Enfield				
G1.1. Deliver inclusion training to staff working in this area including Fusion Lifestyle, Millfield, Dugdale and Forty Hall.	1 training opportunity available per year	March 2016	External	Leisure and Culture
G1.2. Encourage active transport (walking and cycling) throughout the borough.	Promotion of Cycle Enfield within Enfield festival brochure	May 2015	Council	Leisure and Culture
G1.3. Continue to invest in leisure and cultural facility development including parks and open spaces and involve local community groups in the design process.	Pro-active consultation recorded	Ongoing	Council	Leisure and Culture
G1.4. Enhance the quality of parks and open spaces promoting positive and health led community use.	TBC via Community Safety and Cycle Enfield	Ongoing	Council	Parks and Community Safety
G1.5. Increase the number of leisure and cultural events and activities taking place in a range of parks.	Pilot programmes such as exercise in parks delivered	March 2020	Council	Leisure and Culture
G1.6. Annually carry out customer surveys to ensure customers/residents are satisfied with leisure and culture services.	90% or above satisfaction rate overall	Ongoing	Council	Leisure and Culture
G1.7. Complete the Enfield Cycle Route Network to provide safe and attractive cycle routes between town centres, public transport nodes, open spaces and employment sites, including: <ul style="list-style-type: none"> Greenways as off-road leisure routes, like Enfield Town to Meridian Waters Improved walking and cycling connections across obstacles like the A10 and A406 Cycle hubs with cycle parking, cycle hire, showers, lockers and bike workshop/retail. 	TBC	2014/2015 to 2017/2018	Council	Environment
G1.8. Promote Cycle Enfield amongst the leisure and culture community including: <ul style="list-style-type: none"> Free cycle training £10 Cycle Loans Sunday bike rides Cycle parking. 	TBC	Ongoing	Council	Environment
G1.9. Ensure the equality of access within parks and open spaces particularly for the elderly, disabled people and parents with young children.	TBC	Ongoing	Council	Environment
G1.10. Increase participation in Leisure and Culture activities including: <ul style="list-style-type: none"> Attendance at Leisure Centres Attendance at Forty hall Attendance at Dugdale and Millfield theatre. 	1% increase in attendance figures annually	Ongoing	Council	Leisure and Culture
G1.11. Work with schools to open up sports and leisure facilities to the whole community.	1 school annually secured	March 2016	Council	Schools and Education/ Leisure

ACTIONS	OUTPUTS/ MEASURE /PI / MILESTONE	TIMESCALES	RESOURCES	LEAD
G2. Build the capacity of leisure, sport, the arts and culture sector to extend the local activity offer supporting long term sustainability				
G2.1. Provide 'Health Champion' training opportunities to local organisations to build their confidence to promote the benefits of leisure and culture activities and act as local role models for residents.	15 more health champions within year 2 via community groups	March 2016	Council	Public Health
G2.2. Make every contact count- ensure professionals in sport and leisure understand MEDS (Move more, Eat well, Drink less alcohol and sugary drinks, Stop smoking) and their role in supporting health weight.	All Leisure and Sport Providers within Sports Development function informed and mystery shopping takes place.	March 2016	Council	Public Health
G2.3. Facilitate community groups and sports clubs to apply for funding to enhance the delivery of leisure provision including local activities and capital development projects.	Minimum of 4 funding surgeries annually	March 2016 (ongoing)	Council	Leisure and Culture
G2.4. Explore opportunities with Tottenham Hotspur Foundation in relation to the provision leisure activities post Section 106 community coaching hours cease.	Pilot projects in place with proposal of future delivery in place	March 2018	THF	Leisure
G2.5. Proactively maximise external funding for Leisure/Culture and health Activities.	Minimum of 1 significant (over 100k) external funding bid accepted	March 2016 (ongoing)	External	Leisure and Culture/Public Health
G2.6. Develop the capacity and raise standards within the arts and culture sector to increase resources available through partnership working to take advantage of new opportunities, including the sharing of resources to deliver efficient ways of working in a challenging economic climate.	TBC	March 2016	Council	Culture
G2.7. Continue to grow the number of Everybody Active mark and club mark clubs in the borough.	5 everybody active mark clubs annually	March 2016 (annually)	Council	Leisure
G2.8. Work with local, regional and national partners to share good practice for long term sustainability.	Adopt 1 good practice initiative annually	March 2016 (annually)	External	Leisure and Culture
G3. Develop Enfield as a geographical, social and economic hub of activities for arts, cultural, heritage and sporting events				
G3.1. Develop a sponsorship package to maximise resources in the Borough's Festivals and events programme raising the profile of Enfield and what it has to offer.	Sponsorship package signed off	March 2017	TBC	Leisure and Culture
G3.2. Promote Enfield as a visitor destination through leisure cultural activities and events.	Deliver 1 major event with regional coverage	March 2017	Council	Leisure and Culture
G3.3. Connect communities through events and festivals celebrating the diversity of our Borough.	TBC	March 2016	Council	Leisure and Culture
G3.4. Increase the number of events in the borough focussing on hosting Nationally recognised events.	1% increase	March 2016	Council	Leisure and Culture
G3.5. Review the work of the leisure and culture partnership to ensure it leads and supports the active and creative strategy aims and actions.	Review agreed and signed off – new TOR	Sept 2015	L&C partnership	LCP

APPENDICES



APPENDIX 1

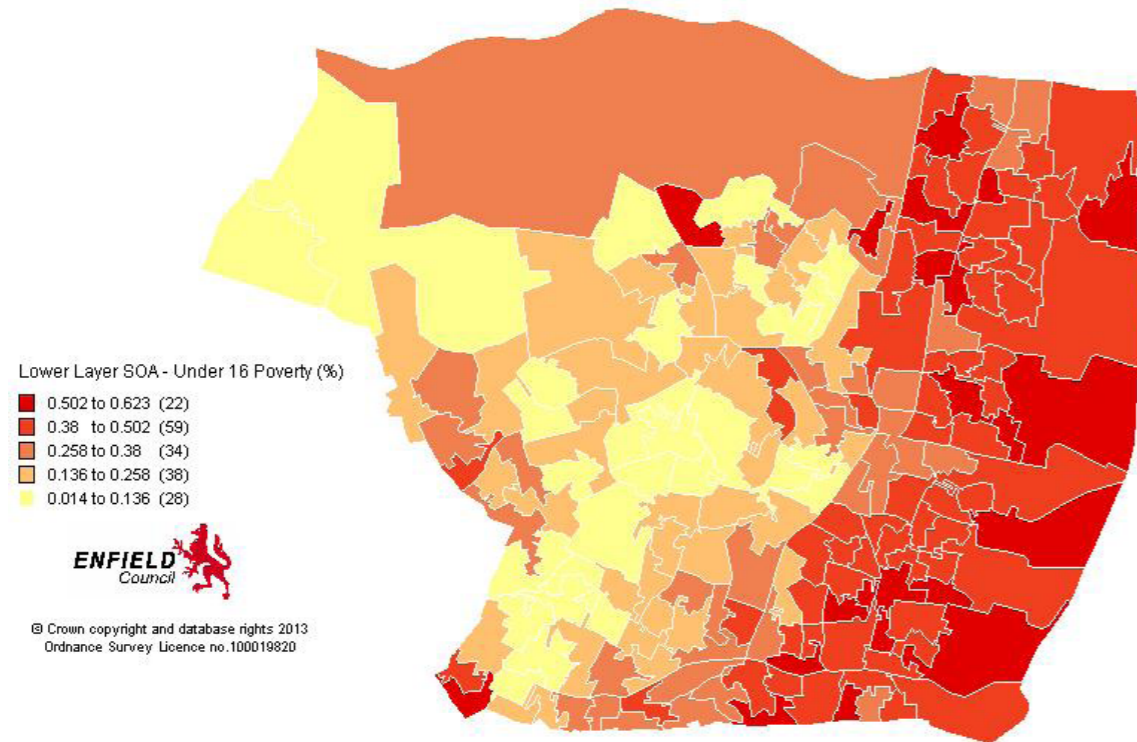
BACKGROUND – PEOPLE AND PLACE

Enfield's population is estimated to be around 320,000, and it is expected to grow to about 335,000 by 2020. Enfield has an ethnically diverse population with 166 languages spoken at schools.

DEPRIVATION IN ENFIELD

Enfield is a highly deprived borough: it ranked the 64th most deprived local authority in England. The three Edmonton wards, in the South East, are all within the most deprived 10% of wards in England, whilst 12 of Enfield's twenty-one wards are in the most deprived 25% of wards in England. Around 23,000 children live in poverty in Enfield, the largest number of any London borough. The child poverty rate varies widely within Enfield, with higher rates seen in the east of the borough.

Figure 1. Percentage of children (under 16 years) living in poverty, Lower Super Output Area in Enfield, 2011

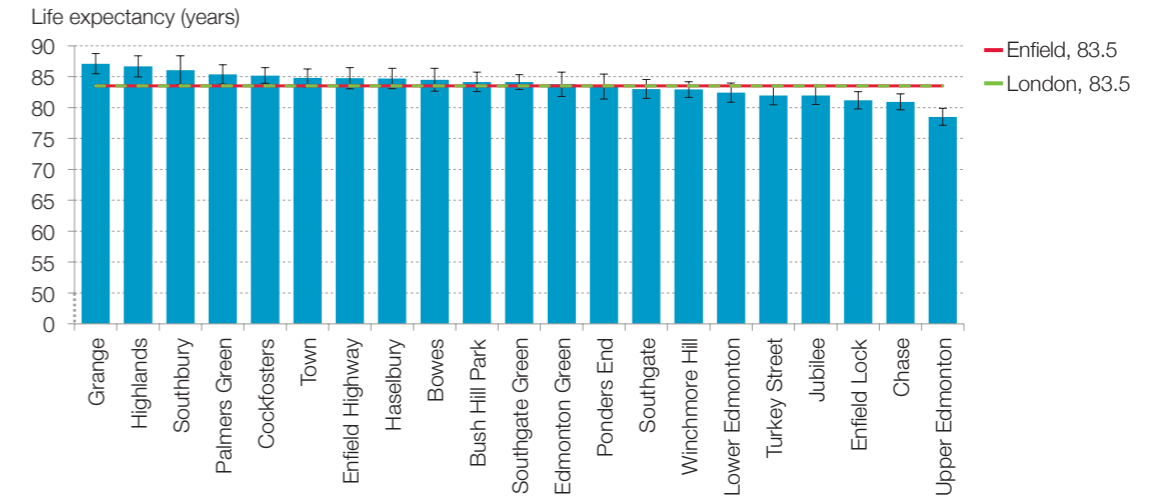


Source: HM Revenue and Customs

LIFE EXPECTANCY IN ENFIELD

Life expectancy in Enfield has been increasing and it is particularly pleasing to see the recent improvement in Edmonton area. However there is still a gap in life expectancy of about 8.5 years between some east and west wards of the Borough.

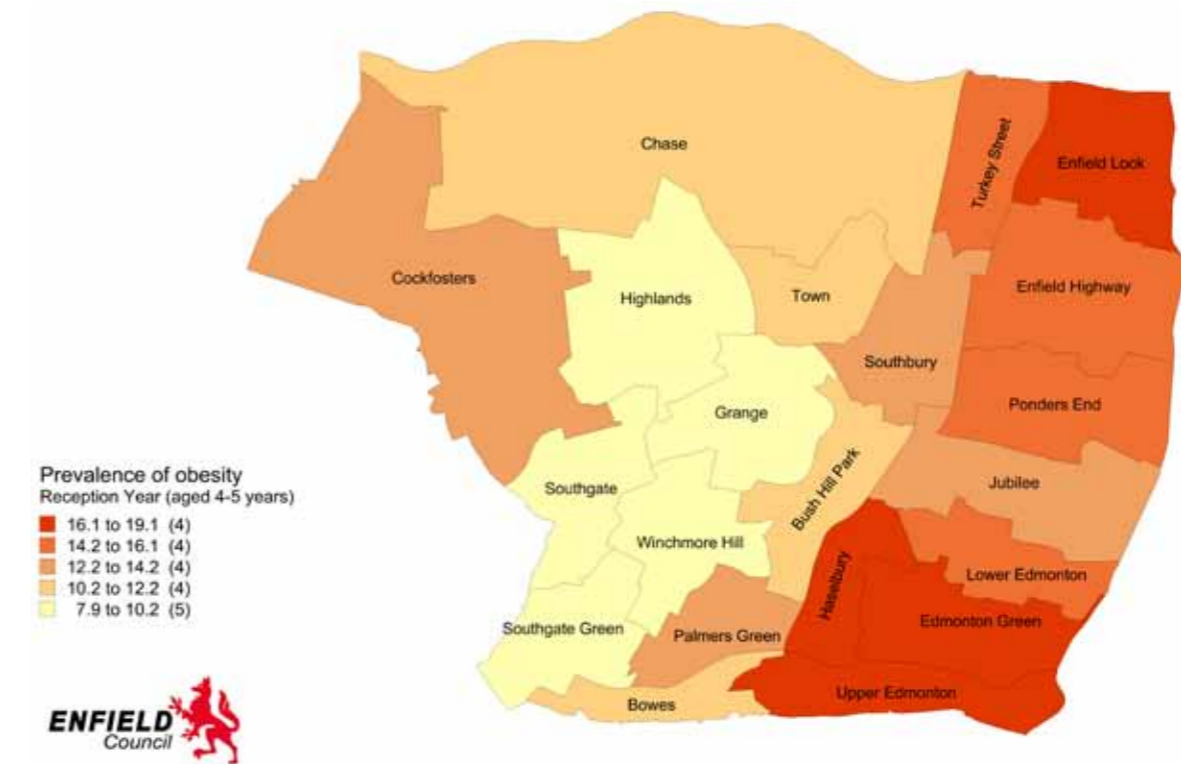
Figure 2. Female life expectancy at birth, Enfield wards, 2008-2012



Source: Grater London Authority using ONS mortality data and ONS mid-year population estimates

One of the factors that impact on life expectancy is infant mortality. The department of health identified tackling child poverty and reducing prevalence of obesity as important factors in reducing infant mortality. Obesity can reduce life expectancy on average by nine years through premature death. The pattern of childhood obesity in Enfield is shown in figure 3.

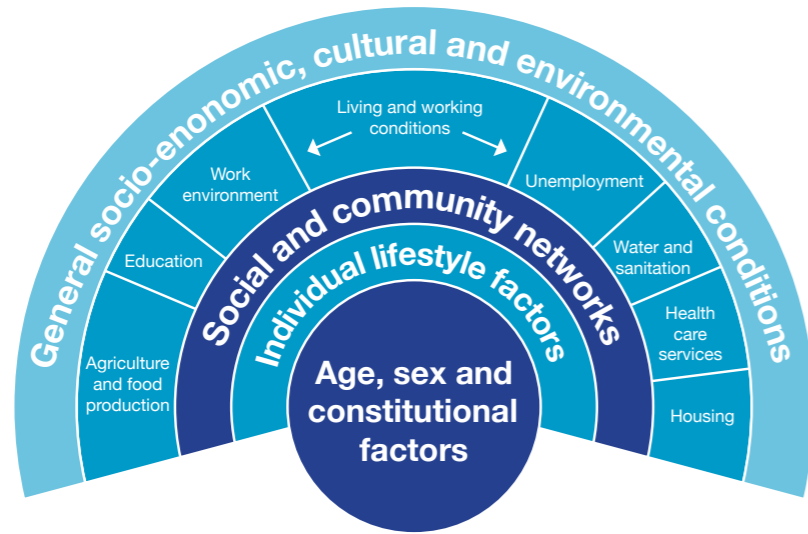
Figure 3. Percentage of children who are obese, Reception Year (aged 4-5 years), Enfield wards, 2010/11-2012/13



Source: National Childhood Measurement Programme, National Obesity Observatory

Various factors impact on health. The diagram below shows that life style factors such as physical activity, and social and community networks impact on health.

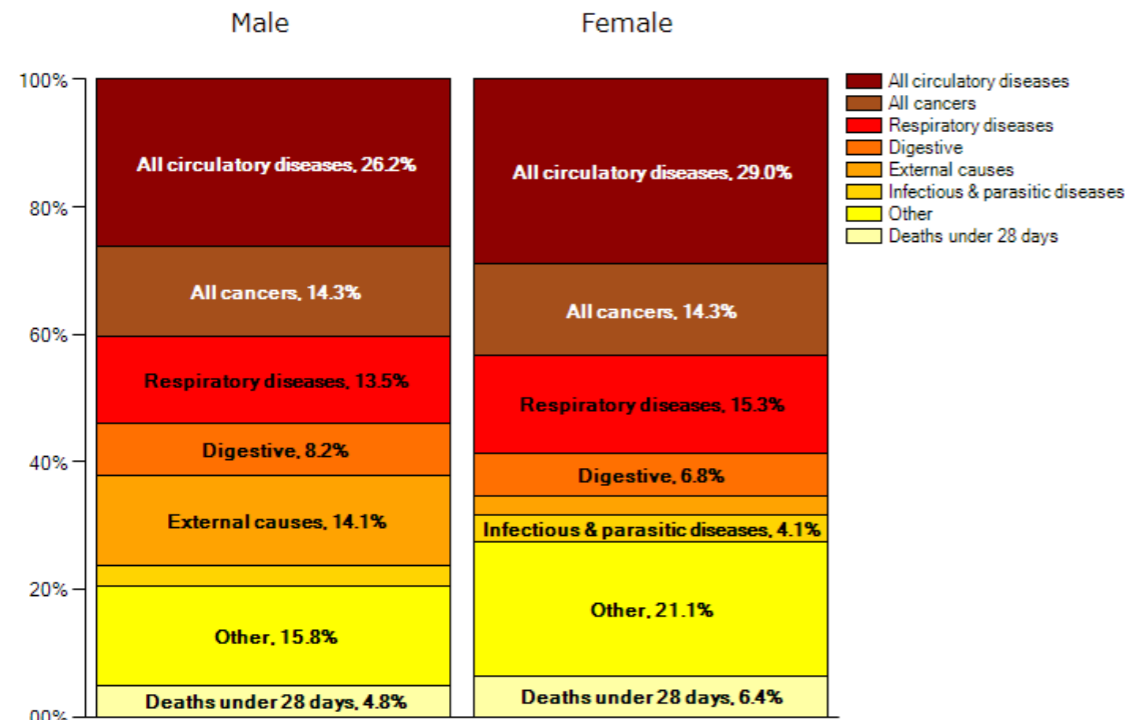
Figure 4. The determinants of health model



Source: Dahlgren G and Whitehead M. (1991). *Policies and Strategies to Promote Social Equity*. Stockholm: Health Institute of Future Studies

We know that the key diseases that cause the main gap in life expectancy (shown in a diagram below) are circulatory diseases and cancers, both of which amenable to lifestyle changes.

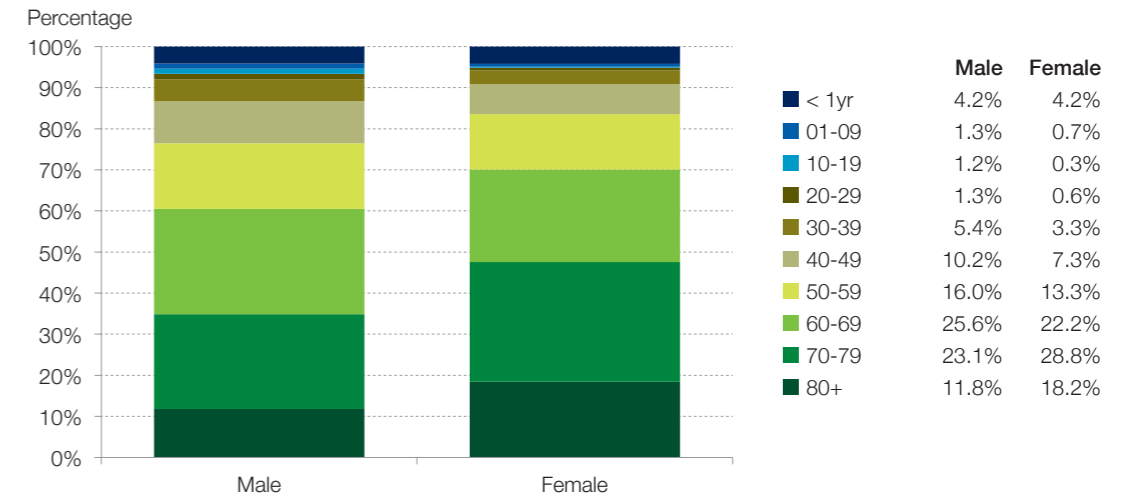
Figure 5. Breakdown of life expectancy gap between the Most Deprived Quintile (MDQ) of Enfield LB and the least deprived quintile in the local authority average by cause of death, 2011



Source: London Health Observatory

We also know that age group to target for the biggest impact most rapidly is the over 50s (as illustrated in the diagram below).

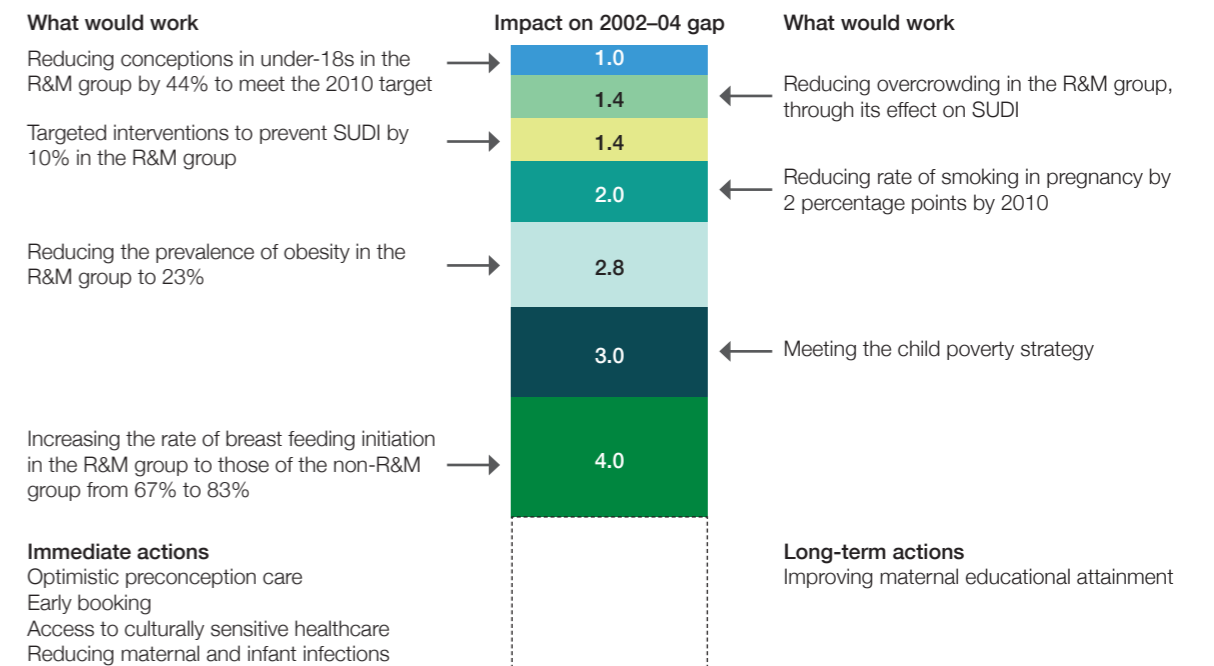
Figure 6. Breakdown of the life expectancy gap between the 70 local authorities with the worst health and deprivation indicators and England, by age group, Males and Females, 2006-2008



Source: Health Inequalities Intervention Toolkit – Life Expectancy Spearhead Tool, Public Health England

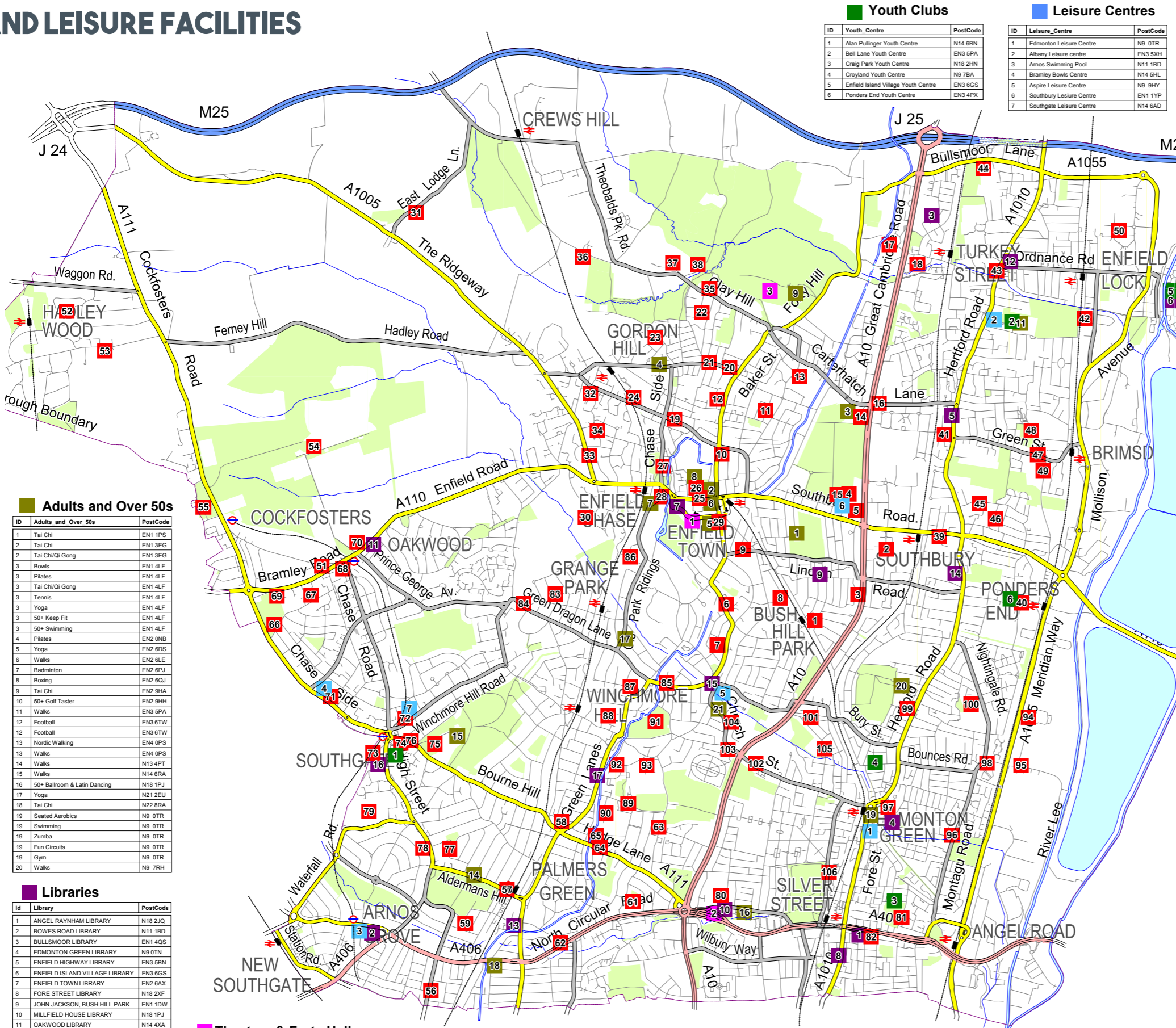
We know that infant mortality affects life expectancy and that tackling obesity and child poverty are important as illustrated in the diagram below.

Figure 7. Nationally identified interventions to reduce inequalities in infant mortality



Source: Implementation plan for reducing health inequalities in infant mortality: a good practice guide, Department of Health

APPENDIX 2: LONDON BOROUGH OF ENFIELD SPORTS AND LEISURE FACILITIES



Youth Clubs

ID	Youth_Centre	PostCode
1	Alan Pullinger Youth Centre	N14 6BN
2	Bell Lane Youth Centre	EN3 5PA
3	Craig Park Youth Centre	N18 2HN
4	Croyland Youth Centre	N9 7BA
5	Enfield Island Village Youth Centre	EN3 6GS
6	Ponders End Youth Centre	EN3 4PX

Leisure Centres

ID	Leisure_Centre	PostCode
1	Edmonton Leisure Centre	N9 0TR
2	Shen Chi Do	EN1 5XH
3	Amos Swimming Pool	N11 1BD
4	Young Tigers Karate Club for Children	N14 5HL
5	Aspire Leisure Centre	N9 9HY
6	Southbury Leisure Centre	EN1 1YP
7	Southgate Leisure Centre	N14 6AD

Sports Clubs

ID	Sports_Club	PostCode
1	Geldard Badminton Club	EN1 1HP
2	Shen Chi Do	EN1 1TW
3	Percival Football Club	EN1 1XX
4	Young Tigers Karate Club for Children	EN1 1YP
5	Enfield Town Ladies FC	EN1 1YP
6	Enfield School of Taekwondo	EN1 1YQ
7	Enfield Chase Tennis Club	EN1 2BB
8	Holwhites Bowls Club	EN1 2DA
9	Bush Hill Park Bowls, Tennis & Social Club	EN1 2QP
10	Bush Hill Park Tennis Club	EN1 2QP
11	Bush Hill Park Bowls and Tennis Social Club	EN1 2QP
12	Enfield Cricket Club	EN1 2RY
13	Pymmes Brook Football Club	EN1 3EU
14	Winchmore Hill Methodist Badminton Club	EN1 3JH
15	Bush Hill Rangers Youth	EN1 3JZ
16	Durant Park Bowls Club	EN1 3NS
17	Eaton Manor Youth Football Club	EN1 3PL
18	Enfield Crusaders Football Club	EN1 3PL
19	Enfield Ignatians Rugby Football Club	EN1 3PL
20	Enfield Old Grammarians	EN1 3PL
21	Enfield Town Football Club	EN1 3PL
22	Enfield Town Ladies Football Club	EN1 3PL
23	Enfield Town Youth Football Club	EN1 3PL
24	FC Marcelona	EN1 3PL
25	Hop Poles Football Club	EN1 3PL
26	Latimer Old Boys Football Club	EN1 3PL
27	Oakwood United Football Club	EN1 3PL
28	Panathinaikos Football Club	EN1 3PL
29	Perme Football Club	EN1 3PL
30	Churchbury FC	EN1 3PL
31	Cetrinkaya Cnar FC	EN1 3SD
32	Mark Iliff's School of Martial Arts	EN1 4JY
33	Whitehebbes Eagles Youth Football Club	EN1 4JY
34	Enfield Rangers Football Club	EN1 4JY
35	Omonia Youth Football Club	EN1 4NW
36	Enfield Chai Kwang Do	EN1 4PL
37	Footpaths Group of the Enfield Society	EN2 0AJ
38	Enfield Town Karate Club	EN2 0BS
39	Enfield Karate Club (Shotokan)	EN2 0BS
40	Street Wise Academy Self Defence and Martial Arts	EN2 0DW
41	Karate Shintoku Kai	EN2 0HP
42	Mushin School of Karate	EN2 0NL
43	Holwhites Sports and Social Club	EN2 0RN
44	Holwhites Trinitis Cricket Club	EN2 0RN
45	Holwhites Lawn Tennis Club	EN2 0RN
46	Enfield Snooker Club	EN2 6AA
47	FC Grasshoppers	EN2 6LN
48	Enfield Chase Shotokan Karate Club	EN2 6NB
49	Vincent Badminton Club	EN2 6PR
50	Enfield Bowling Club	EN2 6TR
51	Enfield Golf Club	EN2 7DA
52	Botany Bay Cricket Club	EN2 8AS
53	Edmonton & Tottenham Angling Society	EN2 8HG
54	Bourne Badminton Club	EN2 8PB
55	Palmer's Green Angling Society	EN2 8PY
56	Enfield Angling Council	EN2 8PY
57	Aikido Winchmore Club	EN2 8PY
58	Albany United Badminton Club	EN2 9AQ
59	North Enfield Cricket Club	EN2 9JE
60	Gillian's Riding School	EN2 9JL
61	Whitehebbes Park Golf Course	EN2 9JN
62	Hurricane Room	EN3 4JW
63	Futsal Club Enfield	EN3 4PX
64	Enfield Archers	EN3 5BA
65	Lytton Table Tennis Club	EN3 6EN
66	Eastern Enfield Anglers	EN3 6LZ
67	Apoel Youth	EN3 6TW
68	Lea Valley United Football Club	EN3 6TW
69	Apoel Football Club	EN3 6TW
70	Take the Plunge Swim School	EN3 7DL
71	Eden Hall Youth Football Club	EN3 7ED
72	Brimdown Bowls Club	EN3 7ND
73	Continental Football Club	EN3 7RP
74	Crescent Football Club	EN3 7RP
75	Brimdown Rovers Football Club	EN3 7RP
76	St Marys Youth Football Club	EN3 7RT
77	North London Sabre Fencing Club	EN3 7XH
78	Westpole Badminton Club	EN4 0BD
79	Hadley Wood Taekwondo	EN4 0HT
80	Hadley Wood Golf Club	EN4 0JJ
81	Trent Park Running Club	EN4 0PS
82	Southgate Hockey Club	EN4 0PS

ID	Sports_Club	PostCode
56	Bounds Green Bowls and Tennis Club	N11 2BS
57	Bounds Green Bowls and Tennis Club	N11 2BS
58	Bounds Green Bowls & Tennis Club	N11 2BS
59	Haringey Karate Kyokushinkai and HKK Little Dragon	N13 4DJ
60	Enfield Town Angling Society	N13 4HG
61	Asco Netball Club	N13 4RB
62	North London Netball League	N13 4RB
63	Mayfield Cricket Club	N13 5DR
64	Mayfield Table Tennis Club	N13 5DR
65	Mayfield Tennis Club	N13 5DR
66	Mayfield Athletic Club	N13 5DR
67	Broomfield Bowls Club	N13 5JH
68	Southbury Football Club	N13 5QH
69	Broomfield Football Club	N13 5SZ
70	Broomfield Badminton Club	N13 5TD
71	Saracens Amateur Rugby Football Club Ltd	N14 4AB
72	RLS Fencing Club	N14 4AT
73	Cockfosters Bowling Club	N14 4EX
74	Old Minchindens Sports Club	N14 4HL
75	Trent Park Golf Club	N14 4UW
76	Trent Park Equestrian Centre	N14 4UW
77	Amos Bowling Club	N14 5HL
78	Enfield Waterpolo Club	N14 6AD
79	Enfield School of Life Saving	N14 6AD
80	Enfield Judo Club	N14 6BS
81	Southgate Bowling Club	N14 6QW
82	Old Ashmoan Rugby Football Club	N14 6QY
83	Shaolin Quanshu Kung Fu	N14 6RS
84	Corway LTC	N14 7BD
85	The Lawn Indoor Bowling Club	N14 7DJ
86	Middlesex Country Coaching Group	N14 7DJ
87	Southgate Rugby Football Club	N14 7JZ
88	Southgate Weld Lawn Tennis Club	N14 7JZ
89	Southgate Adelaide Hockey	N14 7JZ
90	Winchmore Hill and Enfield Hockey Club	N18 1NB
91	Enfield Gymnastics Club	N18 1NB
92	Edmonton All Stars Football Club	N18 2HG
93	Massar's Taekwondo Association	N18 2JF
94	Setbourne Bowling Club	N21 1DS
95	Old Grammarians RFC	N21 1EP
96	Hazelwood Sports Club	N21 2AJ
97	Hazelwood Sports Club	N21 2AJ
98	Edmonton Running Club	N21 2AJ
99	Grovelands Bowling Club	N21 2EL
100	Vicars Moor Lawn Tennis Club	N21 2NU
101	Winchmore Hill Bowls Club	N21 2SD
102	Northampton Exiles Cricket Club	N21 3AU
103	Chase Side Youth Football Club	N21 3BD
104	Winchmore Hill Cricket Club	N21 3ER
105	Winchmore Hill Table Tennis Club	N21 3ER
106	Winchmore Hill Youth Football Club	N21 3ER
107	Brackendale Lawn Tennis Club	N21 3HD
108	Shoto Shotokan Karate Club	N21 3HS
109	Winchmore Hill School of Karate	N21 3HS
110	Aikido Winchmore Club	N21 3HS
111	Michael Bruce Performance Centre	N9 0AR
112	Enfield & Haringey Athletics Club	N9 0AR
113	ASE - Speed and Performance Centre	N9 0AR
114	Picketts Lock Indoor Bowls Club	N9 0AS
115	Special Olympics Athletics Club	N9 0AS
116	Leaside Golf Club	N9 0AS
117	Edmonton Eagles Amateur Boxing Club	N9 0EU
118	Elite Recreational Gymnastics Club	N9 0TR
119	Europa Taekwondo Club	N9 0TR
120	Edmonton Table Tennis Club	N9 0TR
121	Enfield Parents and Children Karate	N9 0UR
122	Goodwill Football Club	N9 7RA
123	Meviana Genclik Football Club	N9 7RA
124	Moray Arms Football Club	N9 7RA
125	Old Edmontonians Football Club	N9 7RA
126	Boundary Football Club	N9 7RA
127	FC Enfield	N9 8DQ
128	Old Tottonians Rugby Football Club	N9 9EQ
129	Edmonton Sports and Social Club	N9 9HL
130	Norseman Football Club	N9 9HL
131	Norseman Ladies Football Club	N9 9HL
132	Edmonton Cricket Club	N9 9HL
133	Wizards Football Club	N9 9HP
134	Kingfisher Football Club	N9 9HP
135	Enfield Volleyball Club	N9 9JZ
136	Martin Ace Black Belt Academy	N9 9PL

Adults and Over 50s

ID	Adults_and_Over_50s	PostCode
1	Tai Chi	EN1 1PS
2	Tai Chi	EN1 3EG
3	Tai Chi/Qi Gong	EN1 3EG
4	Bowls	EN1 4LF
5	Plates	EN1 4LF
6	Tai Chi/Qi Gong	EN1 4LF
7	Tennis	EN1 4LF
8	Yoga	EN1 4LF
9	50+ Keep Fit	EN1 4LF
10	50+ Swimming	EN1 4LF
11	Plates	EN2 0NB
12	Yoga	EN2 6DS
13	Walks	EN2 6LE
14	Badminton	EN2 6PJ
15	Boxing	EN2 6QJ
16	Tai Chi	EN2 9HA
17	50+ Golf Taster	EN2 9HH
18	Walks	EN3 5PA
19	Football	EN3 6TW
20	Football	EN3 6TW
21	Nordic Walking	EN4 0PS
22	Walks	EN4 0PS
23	Walks	N13 4PT
24	Walks	N14 6RA
25	50+ Ballroom & Latin Dancing	N18 1PJ
26	Yoga	N21 2EU
27	Tai Chi	N22 8RA
28	Seated Aerobics	N9 0TR
29	Swimming	N9 0TR
30	Zumba	N9 0TR
31	Fun Circuits	N9 0TR
32	Gym	N9 0TR
33	Walks	N9 7RH

Libraries

ID	Library	PostCode
1	ANGEL RAYNHAM LIBRARY	N18 2JQ
2	BOWES ROAD LIBRARY	N11 1BD
3	BULLSMOOR LIBRARY	EN1 4QS
4	EDMONTON GREEN LIBRARY	N9 0TN
5	ENFIELD HIGHWAY LIBRARY	EN3 5BN
6	ENFIELD ISLAND VILLAGE LIBRARY	EN3 6GS
7	ENFIELD TOWN LIBRARY	EN2 6AX
8	FORE STREET LIBRARY	N18 2XF
9	JOHN JACKSON, BUSH HILL PARK	EN1 1DW
10	MILLFIELD HOUSE LIBRARY	N18 1PJ
11	OAKWOOD LIBRARY	N14 4XA
12	ORDNANCE UNITY CENTRE LIBRARY	EN3 6ND
13	PALMERS GREEN LIBRARY	N13 4EY
14	PONDERS END LIBRARY	EN3 4EY
15	RIDGE AVENUE LIBRARY	N21 2RH
16	SOUTHGATE CIRCUS LIBRARY	N14 6BP
17	WINCHMORE HILL LIBRARY	N21 3AP

Theatres & Forty Hall

ID	Venue	PostCode
1	Dugdale Theatre	EN2 6DS
2	Millfield Theatre	N18 1PJ
3	Forty Hall	EN2 9HA

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