

# MUNICIPAL YEAR 2012/2013 REPORT NO. 142

**MEETING TITLE AND DATE:**

Cabinet 23rd January 2013

Council 30<sup>th</sup> January 2013

**REPORT OF:**

Director of Environment

Contact officer and telephone number:

Jeff Laidler 020 8379 3410

**Agenda - Part:** 1

**Item:** 11

**Subject:**

**Enfield 2020 Sustainability Programme and Action Plan**

All Wards

KD No: KD 3562

**Cabinet Member consulted:**

Councillor Bond

## 1. EXECUTIVE SUMMARY

- 1.1 Enfield 2020 has been developed as Enfield's ambitious Sustainability Programme and Action Plan, with a '2020 Vision' to:
- Significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020
  - Deliver significant economic, environmental and social benefits for all of Enfield's stakeholders
- 1.2 Table 1 (Appendix 1) in this report provides the more detailed 2020 Vision, describing what Enfield will look like for each of its 8 themes by 2020.
- 1.3 The first draft of Enfield 2020 was approved by Corporate Management Board on 21 August 2012. It was subsequently presented to Sustainability and Environment Scrutiny on 5 September, the Enfield Strategic Partnership Steering Group on 10th September and the Health Improvement Programme on 20 September.
- 1.4 The feedback attained from this initial consultation with strategic partners was used to develop the second draft of Enfield 2020. This is a more concise document, which has been professionally designed. The programme's 8 themes are represented by 8 icons. There is also a section on the strategic sustainability projects being delivered by the Enfield Strategic Partnership. Finally, information received from strategic partners has been used to update the Enfield 2020 Action Plan and its 50 strategic sustainability projects.
- 1.5 The second draft of Enfield 2020 went out to public consultation via the Council's consultation web page, which was publicised through a press release and posters in Enfield's libraries. It was also publicised to Council staff, many of whom live in the Borough, through Staff Matters and posters in Council offices. This was with the aim of gaining constructive feedback on the programme and engaging stakeholders with the 'Enfield 2020' brand.

- 1.6 The public consultation feedback was positive, with broad support for Enfield 2020 and all 8 of its themes. There was a consensus that all 8 themes would help improve the sustainability of Enfield. In particular respondents identified that the Save Energy; Reduce, Reuse, Recycle; and Improve Public Health And Wellbeing themes offer the greatest potential to improve the sustainability of Enfield. This may be due to greater familiarity with these terms.
- 1.7 The consultation exercise highlighted the benefit of the full backing of all political parties for Enfield 2020, which will be sought through Full Council. Respondents also noted the benefits of case studies to highlight the Council's community leadership role.

## **2. RECOMMENDATIONS**

- 2.1. Cabinet approve the final designed version of the Enfield 2020 Sustainability Programme and Action Plan.
- 2.2. As a key policy decision, Enfield 2020 is taken to Full Council on 30 January 2013 for approval.

## **3. BACKGROUND**

- 3.1 The Council's Sustainability Service was created in September 2011. Based in the Environment Department, the Sustainability Service works corporately with Council services, operations and partners, with two immediate priorities:
  - a) To develop Enfield 2020 to provide the strategic context for the Sustainability Service, Council and stakeholders across Enfield
  - b) To create a self-funding Sustainability Service able to more than cover its operating costs, ensuring the benefits of Enfield 2020 far outweigh the programme management required to deliver them
- 3.2 An Invest to Save and Restructure report was prepared by the Head of Sustainability, with subsequent approval by the Director of Environment in March 2012. This innovative business model is now being used to ensure that by March 2015 the entire Sustainability Service is more than able to cover its operating costs. As Enfield 2020 is finalised, further work will be undertaken with Financial Services to ensure that the Sustainability Service's ability to self-fund is fully demonstrated.
- 3.3 Enfield 2020 has been developed by the Sustainability Service, working in partnership with the Council's full range of politicians, services and operations. This has included presentations on the outline programme to the Cabinet Member for Environment, Labour Members of the Sustainability and Living Environment Scrutiny Panel, the Conservative Group, individual officers across the Council, an Environment all staff meeting, all 6 Departmental Management Teams and Corporate Management Board. The programme was

well received. Constructive feedback and subsequent input by a wide range of officers has helped further develop the Enfield 2020 Programme and Action Plan.

- 3.4 The first draft of Enfield 2020 was approved by Corporate Management Board on 21 August 2012. It was subsequently presented to Sustainability and Environment Scrutiny on 5 September, the Enfield Strategic Partnership Steering Group on 10 September and the Health Improvement Programme on 20 September.
- 3.5 The feedback attained from this initial consultation with strategic partners was used to develop the second draft of Enfield 2020. This is a more concise document, which has been professionally designed. The programme's 8 themes are represented by 8 icons. There is also a section on the strategic sustainability projects being delivered by the Enfield Strategic Partnership. Finally, information received from strategic partners has been used to update the Enfield 2020 Action Plan and its 50 strategic sustainability projects.
- 3.6 The second draft of Enfield 2020 went out to public consultation via the Council's consultation web page, which was publicised through a press release and posters in Enfield's libraries. It was also publicised to Council staff, many of whom live in the Borough, through Staff Matters and posters in Council offices. This was with the aim of gaining constructive feedback on the programme and engaging stakeholders with the 'Enfield 2020' brand.
- 3.7 The public consultation feedback was positive, with broad support for Enfield 2020 and all 8 of its themes. There was a consensus that all 8 themes would help improve the sustainability of Enfield. In particular respondents identified that the Save Energy; Reduce, Reuse, Recycle; and Improve Public Health And Wellbeing themes offer the greatest potential to improve the sustainability of Enfield. This may be due to greater familiarity with these terms.
- 3.8 The consultation exercise highlighted the benefit of the full backing of all political parties for Enfield 2020, which will be sought through Full Council. Respondents also noted the benefits of case studies to highlight the Council's community leadership role. Finally, the feedback received has been used to make the following changes to the final version of the programme:
  - Expansion of the '2020 Vision' for the 'Save Energy' theme to include heating of hot water, which consumes energy through for example the operation of kettles, dishwashers and washing machines
  - Provision of an explanation immediately next to Figures 4,5 and 6 to aid their interpretation
- 3.9 The Enfield 2020 Sustainability Programme and Action Plan have a '2020 Vision' to:
  - Significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020
  - Deliver significant economic, environmental and social benefits for all of Enfield's stakeholders

Table 1 in this report provides the more detailed 2020 Vision, describing what Enfield will look like for each of its 8 themes by 2020.

3.10 This 2020 Vision builds on the Council's corporate vision to make Enfield a better place to live, work and visit, delivering all three of the Council's aims of Fairness for All; Growth and Sustainability; and Strong Communities. Enfield 2020 aims to deliver the 2020 Vision through 3 strategic objectives:

- i) Use traditional programme and project management to:
  - a. Bring together the large number of existing sustainability strategies and action plans
  - b. Exploit synergies to deliver value for money
  - c. Deliver benefits greater than the sum of individual projects
- ii) Enable the Council to deliver existing and develop new strategic sustainability projects which:
  - a. Focus on economic sustainability and 'What's in it for me?'
  - b. Use the strategic framework provided by Enfield 2020's 12 strategic priorities
  - c. Address multiple themes and encourage cross-departmental working
  - d. Encourage cross-departmental working
  - e. Further embed sustainability as the Council's 'day job'
  - f. Leverage sustainability funding into Enfield
  - g. Maximise the Council's unique position as a 'Co-ordinating Council,' leading by example and making it easy for others to also deliver Enfield 2020
  - h. Maximise the economic, environmental and social benefits for all of Enfield's stakeholders
  - i. Make Enfield a better place to live, work, study and visit
- iii) Ensure Enfield 2020 more than covers its programme management costs by creating a self-funding Sustainability Service

3.11 The Enfield 2020 Action Plan contains 50 strategic sustainability projects and associated good news stories, many of which have gone unnoticed until now. Enfield 2020 provides the opportunity to use its Community Leadership theme and its capacity as a 'Co-ordinating Council' to use these case studies to engage and influence Enfield's stakeholders to help deliver Enfield 2020. Rather than simply showcasing the projects, this will require the Council to develop related messages focussed on 'What's in it for me?' and the benefits listed for Enfield's wide range of stakeholders, which are listed in Table 2 of this report.

3.12 The comprehensive and wide-ranging nature of Enfield 2020 demonstrates the innovative way Enfield is approaching sustainability. To highlight the strategic value of the programme, each project has been mapped against Enfield 2020's 8 themes. Information is also provided on whether the project is focused on improving the sustainability of the Council or Borough.

- 3.13 A key strategic objective of Enfield 2020 is to further embed sustainability as the Council's 'day job.' Initiatives taken to date include:
- Development of Departmental Planning guidance to facilitate delivery of Enfield 2020 across the Council's six departments through the 2012/13 Departmental Plans
  - Linking 2012/13 sustainability objectives for Assistant Directors and Heads of Service to Performance Related Pay
  - Strategic input into the Council's Development Management Document
  - Developing corporate management team and political buy in through updated governance arrangements
- 3.14 Building on the good work of the Council's Climate Change Board and prior to that, additional contributions from Enfield Strategic Partnership's Environment Thematic Action Group, the updated governance arrangements are based upon traditional programme and project management.
- 3.15 The Enfield 2020 Programme and Action Plan will be co-ordinated on a day to day basis by the Sustainability Service, working in partnership with the Council's wide range of services, operations and partners who are responsible for project delivery.
- 3.16 The Enfield 2020 Programme Board, with strong links to the Cabinet Member of Environment and the Council's Corporate Management Board, will monitor ongoing performance, assess community leadership opportunities and link with the Sustainability and Environment Scrutiny Panel.
- 3.17 The Enfield 2020 Programme Board will meet on a quarterly basis to:
- Act as a conduit for good news stories linked to Enfield 2020, which can be used to engage stakeholders
  - Manage programme and project performance by exception through an Enfield 2020 performance scorecard, where necessary escalating sustainability projects to Corporate Management Board quarterly performance management meetings
  - Provide the link to Sustainability and Environment Scrutiny Panel
- 3.18 These updated governance arrangements will ensure:
- Strong corporate and political buy in
  - Delivery of the 50 strategic sustainability projects in the Enfield 2020 Action Plan
  - The opportunity to develop new strategic sustainability projects
  - An internal and external focus
  - That the transformational change is embedded across all 6 Council Departments
- 3.19 As with any change there is a need to measure it to be able to manage it and deliver the required benefits. Critical to the success of Enfield 2020 is delivery of its Action Plan. With 50 sustainability projects there is a significant challenge to measure, monitor and manage performance.

- 3.20 To be effective the performance management system also needs to minimise additional resource implications, especially during a time of additional local authority budget cuts. If it is to be truly embedded within the Council, Enfield 2020 performance management needs to become fully integrated with existing reporting lines, whether service-led or through other Programme Boards. This is why Enfield 2020 will be performance managed using Covalent, the Council's performance management system.
- 3.21 Already piloted successfully within the Sustainability Service, Covalent will provide an online facility to manage high level performance related to each sustainability project in the Enfield 2020 Action Plan. This will minimise resource implications for Project Sponsors, enabling online updates and avoiding the need to attend additional meetings. At the same time it will enable the Enfield 2020 Programme Board to monitor progress, capture good news stories and provide community leadership.
- 3.22 The Enfield 2020 programme will be audited through:
- Day to day work of the Sustainability Service
  - Quarterly Programme Board meetings
  - Quarterly Corporate Management Board meetings, linking into the Council's wider performance management
  - the Sustainability and Living Environment Scrutiny Panel, which is cross-party and open to the public

#### **4. ALTERNATIVE OPTIONS CONSIDERED**

Doing nothing would lose the opportunities to significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020, and to deliver significant economic, environmental and social benefits for all of Enfield's stakeholders

#### **5. REASONS FOR RECOMMENDATIONS**

- 5.1 Enfield 2020 provides a Sustainability Strategy through to 2020, an Action Plan with 50 strategic sustainability projects and programme management support from the Sustainability Service, which will more than cover its costs from March 2015.
- 5.2 Enfield 2020 has the opportunity to significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020. It is also forecast to deliver significant economic, environmental and social benefits for all of Enfield's stakeholders.

#### **6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

##### **6.1 Financial Implications**

The implementation of Enfield 2020 will bring significant economic benefits for Enfield's stakeholders. The programme has a particular focus on reducing

energy consumption and creating new local jobs. It is also anticipated that Enfield 2020, if successfully implemented, will enable the Sustainability Service to become self-funding from March 2015.

## **6.2 Legal Implications**

- 6.2.1 The general power of competence (s 1(1) of the Localism Act 2011) allows the Council to do anything that individuals generally may do. The development of the Enfield 2020 Sustainability and Action Programme is in accordance with this power.
- 6.2.2 In implementing the Enfield 2020 Sustainability and Action Programme the Council will have to consider compliance with its Constitution, in particular the Council's Contract Procedure Rules and the Property Procedure Rules; European procurement, competition and state aid legislation; legal duties emanating from the Climate Change Act 2008; Waste Regulations; EU Waste Framework Directive and public law consultation requirements. Furthermore, proposals relating to s106 Agreements need to comply with planning legislation and the Council's adopted SPD policy.
- 6.2.3 The detail of each of the projects should be subject to further reports as and when proposals are fixed, as the project descriptions are currently general.
- 6.2.4 Any legal agreements required to deliver the Enfield 2020 Sustainability Programme and Action Plan will need to be in a form approved by the Assistant Director of Legal Services.

## **6.3 Property Implications**

Enfield 2020 has 8 themes, one of which is to 'Save Energy.' Already the Enfield 2020 Action Plan contains 11 'Invest to Save' projects to improve the energy performance of Enfield's buildings. Over time, the programme will seek to develop further Invest to Save projects to improve the energy performance of 'hard to reach' elements of Enfield's building stock. The merits of these additional sustainability projects will be assessed on an individual basis, within the context of the strategic framework provided by Enfield 2020.

## **7. KEY RISKS**

- 7.1 Enfield 2020 provides a significant opportunity for community leadership, linking in good news stories with delivery of the 50 sustainability projects in the Enfield 2020 Action Plan. These stories will all be linked to the 'Enfield 2020' brand. This creates a reputational risk for the Council if the stories are misinterpreted and/or others misuse the Enfield 2020 brand to suit their own needs. This will require careful use of messages and management of the Enfield 2020 brand.
- 7.2 There are a number of opportunities afforded by this initiative including improved sustainability, and significant economic, environmental, and social benefits for all of Enfield's stakeholders.

## **8. IMPACT ON COUNCIL PRIORITIES**

### **8.1 Fairness for All**

The Enfield 2020 Sustainability Programme and Action Plan are by definition based on the Council priority of Fairness for All. This is most evident under the 'Improve Public Health and Wellbeing' theme, which has a 2020 Vision where *'It becomes easier for adults and children to enjoy healthy lifestyles, with reduced health inequality across Enfield.'*

### **8.2 Growth and Sustainability**

The Enfield 2020 Sustainability Programme and Action Plan are by definition based on the Council priority of Growth and Sustainability. For growth this is most evident under the 'Enable Urban Regeneration' and 'Grow London's Low Carbon Economy' themes. For sustainability this is the essence of all 8 themes, especially the cross-cutting 'Community Leadership' and 'Climate Change Mitigation and Adaptation' themes.

### **8.3 Strong Communities**

The Enfield 2020 Sustainability Programme and Action Plan are by definition based on the Council priority of Strong Communities. This is most evident under the 'Enable Urban Regeneration,' 'Improve Public Health and Wellbeing' and 'Community Leadership' themes.

## **9. EQUALITIES IMPACT IMPLICATIONS**

In accordance with current equalities legislation, predictive equality impact assessments/analyses will be undertaken of relevant and proportionate projects within the overall programme as and when required.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

A combination of Covalent and updated governance arrangements will be used to performance manage the development and delivery of the Enfield 2020 Sustainability Programme and Action Plan.

## **11. PUBLIC HEALTH IMPLICATIONS**

11.1 Enfield 2020 will deliver significant economic, environmental and social benefits, which includes tackling fuel poverty.

11.2 Climate change is a major threat to public health. Enfield 2020 will help to reduce its impact.

### **Background Papers**

None.



**Appendix 1**  
**Table 1, The 2020 Vision**

<b>Strategic Priority</b>	<b>The 2020 Vision</b>
Save Energy	<ul style="list-style-type: none"> <li>• Save Energy in Buildings: the majority of Enfield organisations and residents apply the ‘Energy Hierarchy’ shown in Figure 2. The widespread use of ‘Invest to Save’ budgets will save money by saving energy in buildings. As a result Enfield consumes less energy and is able to better able to supply the power, heat, light, hot water and drinking water needed to drive its low carbon economy</li> <li>• Save Energy in Vehicles: the Council, residents, businesses, employees and others save money by applying the ‘Transport Hierarchy’ shown in Figure 3 to provide the most cost efficient method of transporting people, goods, food and waste. This means focusing on reduced travel demand, modal shift, efficiency improvements and capacity increases as a last resort</li> </ul>
Enable Urban Regeneration	<p>To create a healthy, prosperous and sustainable Borough by focusing development in Enfield’s most deprived communities in the south and east, as well as the Borough’s town centres. This will:</p> <ul style="list-style-type: none"> <li>■ Help realise the Upper Lee Valley’s potential as North London’s Waterside</li> <li>■ Make better use of Enfield’s large number of brown field sites</li> <li>■ Continue to protect and enhance Enfield’s Green Belt, maximising the associated economic, environmental and social opportunities</li> <li>■ Deliver significant economic, environmental and social benefits for Enfield including:               <ol style="list-style-type: none"> <li>1) Buildings: the highest standards of construction create energy efficient homes and businesses</li> <li>2) Economic growth: creation of new jobs and retention of existing jobs</li> <li>3) Transport: new developments will be planned and phased to make best use of existing transport infrastructure. New infrastructure will also be provided to help unlock the Upper Lee Valley’s regeneration opportunities, including modernisation of the West Anglia rail line in the east of Enfield</li> <li>4) Green infrastructure: easy access to good quality open space, green links and waterways</li> <li>5) Public Health: reduced health inequality between the east and west of the Borough</li> <li>6) Stronger Communities: Enfield’s town centres offer a better range and quality of shops, housing and employment</li> <li>7) Climate change: developments designed to mitigate and adapt to the effects of climate change</li> </ol> </li> </ul>
Grow London’s Low Carbon Economy	<p>To grow Enfield’s Low Carbon workforce to become one of the top 10 London Boroughs for jobs in the Low Carbon Environmental Goods and Services (LCEGS) sector, where businesses of all sizes and sectors actively contribute to the growth of London’s Low Carbon Economy through:</p> <ul style="list-style-type: none"> <li>■ Supply: business development and job opportunities offered by carbon reduction (e.g. Green Deal Assessors and Installers), Enfield’s urban regeneration, utilities infrastructure investment and exploiting supply chain opportunities in emerging low carbon markets e.g. electric vehicles, smart</li> </ul>

	<p>meters, renewable energy and energy retrofits</p> <ul style="list-style-type: none"> <li>■ Demand: growth in demand to procure Low Carbon Environmental Goods and Services</li> <li>■ Operational savings: save money by saving energy, reducing carbon consumption and reducing waste. This will stimulate economic growth, helping Enfield's businesses to retain existing and create new local jobs</li> </ul>
Improve Local and Global Environment	<ul style="list-style-type: none"> <li>■ The variation of habitats and species in Enfield's natural environment are conserved and enhanced, helping the Earth's ecosystems provide the food, fuel, clean air and clean water upon which human life depends</li> <li>■ Improvements in road-traffic exhaust emissions enable the Council to revoke Enfield's existing Air Quality Management Area for Particulate Matter (PM10) and potentially Nitrogen Dioxide (NO2)</li> <li>■ Undertake site investigation of brown field sites as they are brought forward for development and remediate as required, including those sites regenerated through the Central Leaside, Edmonton Green, North East Area and North Circular Area Action Plans</li> <li>■ The water quality of all of Enfield's water courses reaches 'good' status, or where they have been heavily engineered, 'good potential' by 2020, ahead of the Water Framework Directive requirement of 2026</li> </ul>
Reduce, Reuse, Recycle	<p>Enfield Council, residents and businesses fully apply the Waste Hierarchy (Reduce, Reuse, Recycle, Recover, Reject) across all of its household and kerbside waste collections to:</p> <ol style="list-style-type: none"> <li>1. Increase resource efficiency: reduce the economic, environmental and social impacts of extracting, processing, manufacturing and distributing new goods</li> <li>2. Enable the North London Waste Authority to achieve a combined recycling target of 50% for North London's waste by 2020</li> <li>3. Save Council tax payers money through reduced waste disposal costs (landfill and incineration) and increased recycling rates (generates an income)</li> <li>4. Ensure waste is no longer an unwanted and useless material, instead being viewed as a valuable local resource and key driver for economic growth</li> </ol> <p>The Council, other organisations and individuals use what they buy to deliver their continually evolving economic, environmental and social priorities to prioritise green and ethical procurement Enfield residents, businesses and public sector organisations buy more locally grown food to generate a local food supply, reduce food miles, increase food security and increase healthy living</p>
Improve Public Health and Wellbeing	<p>It becomes easier for adults and children to enjoy healthy lifestyles, with reduced health inequality across Enfield</p>
Community Leadership	<p>The Council to exploit its unique position as a community leader, leading by example to engage Enfield's stakeholders and make it as easy as possible for them to help deliver Enfield 2020. This will help enable Enfield as a 'Co-ordinating Council' to deliver:</p> <ol style="list-style-type: none"> <li>1. Value for money across its full range of services and operations</li> <li>2. Enfield A Fairer Future for All: Enfield Council's Business Plan 2011-2014, which commits the Council to</li> </ol>

	<p>tackle the inequalities in the Borough, provide high quality services for all and attract growth, businesses and jobs to the area</p> <p>3. Enfield's Sustainable Community Strategy, which has a partnership vision to make Enfield a healthy, prosperous, cohesive community living in a borough that is safe, clean and green</p> <p>4. The government's localism agenda</p>
<p>Climate Change Mitigation and Adaptation</p>	<p>To reduce cost, waste, energy and carbon across Enfield by delivering:</p> <ul style="list-style-type: none"> <li>■ 40% reduction in Enfield Borough's carbon emissions by 2020 to 3.06 tonnes of CO2 emissions per capita, as compared to its 2005 baseline of 5.1 tonnes of CO2 emissions per capita (in common with the London Boroughs of Haringey, Islington and Camden)</li> <li>■ 40% reduction in Enfield Council's carbon emissions by 2020, as compared to its 2008/09 baseline of 41,812 tonnes CO2 emissions. This builds on the Council's commitment in its Carbon Management Plan 2009-2014 to reduce its carbon emissions by 25% by 2014, as compared to the same 2008/09 baseline</li> <li>■ An increase in Enfield Council's position in the UK's Carbon Reduction Commitment (CRC) Performance League Table from a baseline position of top third of London Boroughs in 2010/11 (11th of 33 London Boroughs) to consistently being in the top quartile of London Boroughs from 2014/15 onwards</li> <li>■ Sustainable Urban Drainage Systems (SUDS) to create a resilient Enfield able to adapt to the effects of climate change: <ul style="list-style-type: none"> <li>a) Flooding - water retained at source reduces peak flow in Enfield's water courses</li> <li>b) Droughts - rainwater harvesting and permeable surfaces increase drought resistance</li> <li>c) Heat waves - green spaces and water features increase cooling, mitigating the 'urban heat island effect'</li> </ul> </li> </ul>

**Table 2, Stakeholder Benefits for Enfield 2020 (What's in it for me?)**

Stakeholder	Benefits
Enfield's residents and communities	<ul style="list-style-type: none"> <li>• Save money through lower energy bills</li> <li>• Affordable low carbon heat supplied by the Lee Valley Heat Network</li> <li>• Increased comfort and ability to enjoy their homes</li> <li>• Regeneration of Enfield's most deprived communities</li> <li>• Growing London's low carbon economy retains and creates local jobs</li> <li>• Home working reduces the need to travel and increases leisure time</li> <li>• Greenways make walking and cycling more enjoyable</li> <li>• Enfield's green spaces provide more opportunities for leisure, education and relaxation</li> <li>• Increased opportunity to buy local food</li> <li>• It becomes easier to lead a healthier and happier lifestyle</li> <li>• Increased sense of community</li> <li>• Local air quality is improved and water pollution reduced</li> <li>• Better able to adapt to the effects of climate change, including heat waves, droughts and flooding</li> </ul>
Enfield's businesses	<ul style="list-style-type: none"> <li>• Economic growth</li> <li>• Operational savings: save money by saving energy, carbon and waste</li> <li>• Affordable low carbon heat supplied by the Lee Valley Heat Network</li> <li>• Business development opportunities               <ul style="list-style-type: none"> <li>○ Service provision e.g. opportunities to become Green Deal Assessors and Installers</li> <li>○ Enables businesses to exploit supply chain opportunities in emerging and established low carbon markets</li> <li>○ Opportunities to benefit from the Council's low carbon procurement activities</li> </ul> </li> <li>• Better able to adapt to the effects of climate change, including heat waves, droughts and flooding</li> </ul>
Enfield's schools and colleges	<ul style="list-style-type: none"> <li>• School buildings: save money through lower energy bills</li> <li>• Curriculum: Enfield 2020 creates significant educational opportunities, enabling young people to become aware and responsible of their environment and lifestyle as they grow up. Children are often receptive to sustainability messages, especially at the upper end of primary schools and Year 7 in secondary schools. As the next generation young people also have a significant opportunity to make a difference. The Enfield 2020 Action Plan provides 50 strategic sustainability projects and local case studies, which could be linked to the curriculum and a whole school approach to sustainability</li> <li>• Community: Enfield has over 50,000 children on roll in schools, directly impacting many more parents, carers, other family members and community users. This creates a key opportunity for children to directly influence the community with positive messages and practical actions to help deliver Enfield 2020</li> <li>• Adaptation: better able to adapt to the effects of climate change, including heat waves, droughts and flooding</li> </ul>

Enfield Council	<ul style="list-style-type: none"> <li>• Enfield 2020 provides value for money, helping maintain the quality of the Council's existing services and operations</li> <li>• Save money by saving energy, carbon (reduced Carbon Reduction Commitment payments) and waste (reduced waste disposal costs and revenue from increased recycling rates)</li> <li>• Strategic approach to sustainability maximises use of limited resources</li> <li>• Additional sustainability funding is leveraged into Enfield</li> <li>• The Council's community leadership potential is maximised, with associated good news stories realising reputational benefits</li> <li>• The operational costs of Enfield 2020 are more than covered by a self-funding Sustainability Service</li> </ul>
Enfield's other public sector organisations and voluntary sector	<ul style="list-style-type: none"> <li>• Save money by saving energy, carbon and waste</li> <li>• Affordable low carbon heat supplied by the Lee Valley Heat Network</li> <li>• Partnerships maximise limited resource and impact</li> <li>• Improved Public Health and Wellbeing reduces costs for the National Health Service</li> </ul>
Employees incl. Council staff	<ul style="list-style-type: none"> <li>• Saving money by saving energy, carbon and waste helps protect jobs</li> </ul>
Mayor of London	<ul style="list-style-type: none"> <li>• Enfield 2020 helps deliver the Mayor of London's wide range of sustainability strategies and action plans</li> </ul>