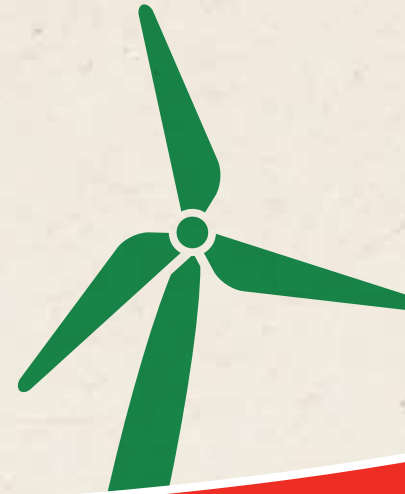




# enfield 2020

sustainability programme and action plan



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## Appendix 1: Enfield 2020 Action Plan

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# executive summary

**We are all familiar with the word ‘sustainability’ but what does this actually mean? Many people think of recycling, renewable energy and climate change. Delivering sustainability is much more than this. It is about saving money on energy bills, creating local jobs, improving our environment, reducing waste and improving public health.**

This is why Enfield 2020 has been developed as Enfield’s ambitious Sustainability Programme and Action Plan, with a ‘2020 Vision’ to:

1. Significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020
2. Deliver significant economic, environmental and social benefits for all of Enfield’s stakeholders

This clear vision of what Enfield needs to look like by 2020 builds on the Council’s corporate vision to make Enfield a better place to live, work and visit. It also has a strong fit with all 3 of the Council’s aims of Fairness for All, Growth and Sustainability, and Strong Communities.

With an estimated £7.5 billion Council spend by 2020 through the Council’s many services, further embedding sustainability as the Council’s day job creates a significant opportunity for transformational change. There is also an opportunity for the Council to work closely with the Enfield Strategic Partnership and the Greater London Authority, to help deliver Enfield 2020. Enfield 2020 provides the strategic framework to make this happen, with a clear focus on economic sustainability.

Rather than talking about sustainability, climate change and making best use of the earth’s

finite resources, Enfield 2020 focuses on ‘What’s in it for me?’ Whilst reducing Enfield’s Carbon Footprint is a strategic priority for the Council, many people struggle to relate such global challenges to their daily lives. This is why Enfield 2020 turns this message on its head, instead using key messages focused on saving money, creating local jobs, improving our local environment, reducing waste and improving public health.

Residents and businesses alike are likely to be much more receptive to such messages, especially given current economic difficulties. This will deliver economic benefits, from which environmental and social benefits will follow, including carbon reduction.

The Enfield 2020 Action Plan already contains 50 large-scale sustainability projects, which include:

## Saving Money on Energy Bills

- 11 large-scale ‘Invest to Save’ projects, investing now to save energy in Enfield’s homes, street lights, public buildings and schools. This will save Enfield’s residents and Council tax payers money, with pay back periods continuing to reduce as global energy bills increase;
- Introducing new ways of working across the Council, with a focus on property rationalisation, hot desking and mobile working;
- Expansion of Enfield’s Greenways network: making walking and cycling more enjoyable by providing 50km of additional walking and cycle ways by 2020, adding to the 15km scheduled

for completion by March 2013. Walking and cycling saves money from reduced fuel bills.

## Creating Local Jobs

- Regeneration of Enfield’s most deprived communities through the Central Leaside, Edmonton Green, North East, North Circular and Enfield Town Area Action Plans;
- Lee Valley Heat Network: this is being developed as the ‘Strategic heat network for decentralised energy development in London.’ This new city-scale decentralised energy network will capture affordable low carbon heat, supplying it to buildings and industry across the Lee Valley for use in space heating and hot water production. This will create new jobs; help tackle fuel poverty in some of London’s most deprived neighbourhoods; provide affordable low carbon heat to businesses, industries, the public sector and local residents, including Meridian Water; and reduce London’s carbon footprint;
- STAR (Stratford-Tottenham-Angel Road) scheme: key to delivering the economic, environmental and social transformation of the Lee Valley, STAR is a major low carbon infrastructure project which aims to create reliable, resilient and flexible train services in the Lee Valley. This will in turn unlock inward investment to enable regeneration of the Upper Lee Valley, creating an estimated 20,000 jobs and a further 15,000 jobs with the release of key strategic sites in neighbouring boroughs. Network Rail have recently confirmed the cost

of the scheme as £79 million, of which they are willing to part fund it, with the Council and other partners making up the rest, primarily through the Community Infrastructure Levy (CIL);

- Market Gardening: linked to Enfield's market gardening heritage, the Council is investigating a range of options for increasing locally grown food, including cooperative growing, training, and commercial-scale hydroponic systems. A key outcome for the project will be to increase local employment opportunities.

### Improving Our Local and Global Environment

- The Biodiversity Action Plan has 27 key objectives and includes development of Habitat Action Plans for Enfield's nine distinct habitats; maximising the biodiversity of Enfield's highway verges; and implementing ecological management plans for all Council managed Local Wildlife Sites by 2015;
- The new Air Quality Action Plan aims to improve local air quality through reduced emissions of road traffic based nitrogen dioxide and particulate matter. The Action Plan is on public consultation for 12 weeks in October and November 2012.

### Reduce, Reuse, Recycle

Enfield's wheeled bin service makes it easier to Reduce, Reuse and Recycle, saving Council tax payers money through reduced waste disposal costs (landfill and incineration) and increased recycling rates (generates an income). The Council will also use what it buys to deliver its continually evolving sustainability priorities, seeking to achieve

the Mayor of London's Green Procurement Framework silver accreditation by March 2013 and gold accreditation by March 2015.

### Improving Public Health and Wellbeing

- A proactive health check programme is being rolled out across the whole borough, improving diagnosis and prevention of disease. Over 3,016 people were checked in the first 6 months of 2012/13;
- 1,568 people were helped to stop smoking in 2011/12. A further 1,272 health checks are expected to be undertaken in 2012/13;
- The 'Changing Habits in Enfield Families' (CHEF) programme is being rolled out in Enfield to reduce obesity and is expected to reach 400 families.

In addition to all of the benefits and projects listed above, Enfield 2020 provides the opportunity for the London Borough of Enfield to lead by example, making it easy for Enfield's stakeholders to do the same. This Community Leadership is key to the Council and Borough being able to deliver Enfield 2020's ambitious carbon reduction targets:

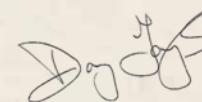
- 40% reduction in Enfield Borough's carbon emissions by 2020, as compared to its 2005 baseline
- 40% reduction in Enfield Council's carbon emissions by 2020, as compared to its 2008/09 baseline

Enfield 2020 provides the programme management to ensure the Enfield 2020 Action Plan delivers. It also provides the strategic

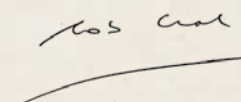
framework to develop and deliver further sustainability projects in Enfield over the next 8 years.

The Enfield 2020 Sustainability Programme and Action Plan is being enabled and co-ordinated by the Council's Sustainability Service. With the Service on track to more than cover its costs and be fully self-funded by March 2015, this provides Enfield's stakeholders value for money. This is particularly relevant given ongoing local authority budget cuts and the need to maintain the quality of the Council's services.

Enfield 2020 has the necessary political support, programme management arrangements and community leadership required to deliver transformational change. When combined with effective stakeholder engagement and behaviour change, this will deliver significant economic, environmental and social benefits for all of Enfield's stakeholders.



**Doug Taylor, Leader of the Council**



**Rob Leak, Chief Executive**

# part 1

## the challenge

### 1. The Global Challenge

**At a global level, the following 8 mega trends create a truly global sustainability challenge:**

- 1. Population growth** – the world’s population is forecast to increase from 7 billion in late 2011 to between 9 and 10 billion by 2050
- 2. Ageing population** – the world has an ageing population, with an average UK life expectancy of 78.1 years for males and 82.1 years for females in 2010. This means that the number of UK centenarians was estimated to be 12,640 in 2010, representing a five fold increase on the 1980 estimate of 2,500 people
- 3. Globalisation** – there is an increasing global market, with people, goods and food moving freely around the world. The majority of goods contain components made in multiple locations around the world. The average weekly shopping basket includes food from all corners of the planet, both in or out of season. It is commonplace for people in developed countries to travel overseas for business and holidays. As countries such as China, India and Brazil develop, their populations are also becoming global consumers of goods, products and services
- 4. Consumption** – the world’s resource procurement and consumption of materials, energy and water is increasing exponentially. Globally we are consuming finite resources faster than the planet can regenerate them, already needing the equivalent of 1.5 planet Earths to maintain everyone’s existing lifestyle in 2011. By 2030 the World Wildlife Fund’s (WWF) Living Planet Report 2012 forecasts the world’s Ecological Footprint will rise to 2 global hectares per capita, with the global population needing 2 planet Earth’s to maintain everyone’s lifestyle. With just one planet at our disposal, this clearly is not sustainable
- 5. Ecosystems** – in 2012 the WWF reported a 30% global decline in the health of species between 1970 and 2008, with many species becoming extinct. Deforestation alone has caused an area of global forest the size of India to be lost in just the 2 decades since 1992. This human impact on the Earth’s ecosystems risks cutting off the food, water and energy lifelines upon which human life depends
- 6. Reliance on fossil fuels** – the world is almost totally dependent on fossil fuels to provide its energy needs. For many developed countries, including the UK, this creates a significant risk to energy security. Even with the deployment of the world’s largest wind farm off the costs of the East of England, the Department of Energy and Climate Change reports that renewables’ share of UK electricity generation was just 11.1% in 2012 Quarter 1
- 7. Urbanisation** – WWF report that over half of the world’s population now lives in urban areas, with 21 mega cities with more than 10 million people, including Tokyo, Mexico City, Jakarta and New York. London is one of these global mega-cities, with over 8.17 million residents in 2011 and 12.9 million people in Greater London. This creates significant sustainability challenges and opportunities.

## 2. The London Borough of Enfield

For example, London is responsible for 8% of UK greenhouse gas emissions, has a PM10 air quality problem and areas of significant deprivation. However, due to the high usage of public transport and the density of development, Londoners' per capita carbon footprint is nearly half the UK average. As a C40 city, London is also working with other 39 mega-cities around the world, including Los Angeles, Rio de Janeiro and Copenhagen, to work in learn from each other on how best to respond to these challenges and opportunities at a city level, which is often more manageable than at a national level

8. Climate change – carbon dioxide (CO<sub>2</sub>) and other greenhouse gas emissions are causing global warming. In 2007 the Intergovernmental Panel on Climate Change (IPPC), a leading international body of scientists from 120 countries established by the United Nations, confirmed that global warming is 'unequivocal.' With more than 90% certainty, the IPPC concluded that human activity is 'very likely' to have been the primary cause of rising temperatures worldwide since 1950, predicting that under a "business as usual" scenario, global mean temperature will increase by about 0.3 °C per decade during the 21st century. This is already causing the polar ice caps to melt and an increased frequency of extreme weather events, including flooding, heat waves and droughts

**Enfield is one of thirty-two London Boroughs, which together with the City of London and surrounding areas make up the mega-city of Greater London. Mega-cities are defined as metropolitan areas with a total population greater than 10 million people.**

As the northern most London Borough, Enfield stretches from the rolling countryside of Hertfordshire, through the green belt and into the built up northern suburbs of London. The London Borough of Enfield is home to more than 300,000 residents, 100,000 employees, 10,000 businesses, 100,000 jobs and more than 650 voluntary bodies. This creates significant sustainability challenges and opportunities:

- In 2006 Enfield's Ecological Footprint was 4.45 global hectares per capita. This means that we need 4.5 planets to support everyone in the world living the same lifestyle as the people of Enfield. Even accounting for the significant difference in ecological footprints between the developed and developing world, the global average ecological footprint was still 1.5 global hectares per capita in 2011
- Population pressures: more and more people are setting up home in Enfield. In 2009 the population of Enfield was estimated at 291,200. This is an increase of 16,100 people (5.85%) since 2000, which is estimated to increase by 6.45% by 2020, and 16.5% by 2033

- Deprivation: Enfield contains pockets of extreme deprivation and health inequality, immediately adjacent to leafy green suburbs
- The gap in life expectancy between the most and least deprived wards is 8.8 years for men and 11.5 years for women, with most deprivation and lowest life expectancy in the east, south eastern and southern parts of Enfield
- Buildings: in 2009 domestic emissions accounted for 46.2% of Enfield's total carbon emissions. Retrofitting to improve the energy performance of London's buildings is particularly important, as an estimated 80% of the capital's buildings will still be standing in 2050 and nearly 80% of (CO<sub>2</sub>) emissions produced in London are from buildings
- Transport: Enfield has excellent transport links, being close to central London, the M25 and 4 airports (Heathrow, City, Luton and Stansted). However being located alongside the North Circular and the M25, a high percentage of London's traffic passes through Enfield. There is also a lack of orbital train and bus services, resulting in public transport accessibility in the Lee Valley Corridor where a large number of businesses are located, especially for those jobs with antisocial hours and shift patterns
- Low Carbon Economy:
  - A 2009 Greater London Authority study identified that Enfield's low carbon economy had a total turnover of £267 million in 2008/09, with Enfield ranked 13th of the 33 London Boroughs in terms of jobs in the low

carbon economy. Enfield was also ranked as the 2nd of 33 London Boroughs in terms of its 383 jobs in the 'Recovery and Recycling' sub-sector

- Enfield has strong food and drink industry, with a long history of agriculture and horticulture. The food sector continues to be an important contributor to Enfield's economy, with a range of small-scale producers, food manufacturers, wholesalers and allied logistics, and large companies generating significant income and providing many jobs
- Crews Hill is widely regarded as the largest horticultural retail trading area in Europe. There are in the region of 40 traders of different size and operation which cater for different markets. Collectively, Crews Hill traders sell both wholesale and retail horticultural goods

- Green Space: Enfield is one of the greenest London boroughs, with approximately one third of its open space designated as Green Belt land. The Borough also has a wealth of natural assets including over 2,000 hectares of publicly accessible open space; 9 distinct habitats; Sites of Special Scientific Interest (SSSI) at Chingford Reservoirs (William Girling and King George Reservoirs); and ancient woodland at Chase and Cockfosters. On the downside, over one fifth of the Borough is considered to be deficient in access to nature

- Local air quality: the entire Borough was declared an Air Quality Management Area (AQMA) for road-traffic based Nitrogen Dioxide (NO2) and Particulate Matter (PM10) in 2001 along all the major routes and some local roads
- Water quality: Enfield contains more waterways than any other London borough, as well as the New River and the William Girling and King George's reservoirs. These are a valuable asset for Enfield, providing biodiversity, amenity and water resource benefits for London. The water quality in the River Lee was classified as 'poor' downstream from Ferry Lane in Haringey in 2011/12, as this is the point where Pymmes Brook discharges into it. Pymmes Brook is highly polluted and takes most of its runoff from Enfield





### 3. Enfield Council

**Enfield Council is the largest employer in the Borough. The Council employs around 11,000 staff, including 4,000 staff at local authority maintained schools. This again creates significant sustainability challenges and opportunities:**

- The Council operates many services in Enfield, including 90 Local Authority Maintained Schools, Adult and Social Care, Council Tax, Benefits, Housing, Enfield Homes (Arms Length Organisation), Planning, Transport Policy, Environmental Health, Trading Standards, Waste Collections, Highways, Libraries, Parking, Leisure Centres (via Fusion), Urban Regeneration and Economic Development
- These services are supported by corporate operations including Finance, Human Resources, Procurement, Legal and Communications
- The Council has a significant property portfolio. This includes of 90 secondary and primary schools, street lights, tower blocks and a wide range of council buildings, including the Civic Centre, other Council offices, Millfield Theatre, parks, libraries, car parks, industrial estates and units, youth centres, educational centres, children's centres, community centres, depots, recycling centres, golf courses, allotments, homes for the elderly and day centres.
  - LASER Energy forecast a 5% increase in year on year energy prices through to 2020, although beyond 2016 is speculation

as energy prices are often linked to world events. Nevertheless, the Local Government Information Unit and the London Energy Project both predict energy prices to double by 2020

- Without 'Invest to Save' projects to improve the energy performance of the Council's buildings and property rationalisation, it is estimated that the Council's energy bill (electricity, gas, water, oil, petrol and diesel) will rise from £8.1 million in 2010/11 to £14 million by 2020. This would equate to a 25% increase in energy cost per staff member, rising from £750/capita to £1,000/capita in the next 12 years. In addition, again discounting reductions in actual consumption, the Council's carbon bill would also increase in line with Carbon Reduction Commitment allowance increases, which is currently £12 per tonne of CO<sub>2</sub> emitted and in 2011/12 equated to £351,145 carbon tax
- With local authority budget cuts and an overriding need to maintain the quality of existing services, a forecast increase in the Council's energy and carbon bill, and low interest rates, this creates a significant economic opportunity for the Council to Invest to Save. Put simply, the more money the Council can save from energy consumption in its buildings, the more jobs it can retain to maintain the quality of the Council's services, operations and partnerships



■ The Council has a significant fleet of 285 vehicles: 135 vehicles up to 3.5 tonnes (small vans, tippers and medium type vans), 70 park vehicles (tractors, ride on mowers and plant), 55 refuse and recycling vehicles and 25 vehicles up to 7.5tonnes (large passenger vehicles, fly tip vehicles, food waste collection vehicles and a mobile library)

■ The Council has an estimated annual procurement spend of £350 million. This creates a significant opportunity to influence the Council's supply chain to deliver its continually evolving economic, environmental and social priorities

■ Reduce, Reuse and Recycle:

- The Council operates a co-mingled recycling system at the Civic Centre
- The Council used 17,040 reams/packs of paper (8.52 million sheets) in the Civic Centre's printers, photocopiers and scanners during April 2011 to March 2012. This is in addition to almost 3 million sheets used by the Council's internal print department during the same period. Additional paper use resulted from sub-contracting of significant printing contracts, including the printing of Council Tax bills, as well as paper use in the Council's many other buildings
- The Council recycled 128 tons of waste paper during 2011/12 from its offices, generating an income of £5,291 and saving 2,176 mature trees. The Council is also using its New Ways of Working project to reduce paper use in its offices



## 4. Enfield Strategic Partnership

**The Enfield Strategic Partnership (ESP) exists to improve the social, economic and environmental well being of Enfield's communities. It is committed to making Enfield a fairer, safer, healthy, prosperous and cohesive community living in a borough that is safe clean and green. ESP partners include:**

- College of Haringey, Enfield and North East London
- Enfield Council
- Enfield Homes
- Enfield Racial Equality Council
- Enfield Youth Parliament
- Housing Associations
- Jobcentre Plus North and North East London
- Local Business Organisations
- London Fire Brigade
- Metropolitan Police Service
- Middlesex University
- NHS Enfield
- Enfield Voluntary Action

ESP partners are actively contributing to the delivery of Enfield 2020 through a range of strategic sustainability projects. For example:

The College of Haringey, Enfield and North East London is refurbishing its Enfield Centre on Hertford Road to achieve energy efficiency ratings BREEAM 'Very Good' for the refurbishment and 'Excellent' for the new build. The College is also seeking accreditation with the Green Mark environmental certification scheme, including the roll out of internal recycling for students.

Enfield Homes is an Arm's Length Management Organisation which manages Enfield Council's 11,500 tenanted and 4,500 leaseholder properties. Enfield Homes is committed to working in partnership with the Council to deliver Enfield 2020, as well as promoting its aims through its approach to maintaining, renewing and upgrading its social housing stock.

Enfield Homes' investment to improve the thermal efficiency of its social housing stock through boiler replacements, window renewal, cavity wall and loft insulation, has been facilitated through Decent Homes funding since 2009, as well as external grant funding such as the Social Housing Energy Savings Programme (SHESP). Enfield Homes is also seeking new energy efficiency funding opportunities, including accessing the government's Energy Company Obligation (ECO). Improving energy efficiency reduces both energy costs for residents, and repairs and maintenance costs for the Council.

Enterprise Enfield, a member of ESP's Employment and Enterprise Thematic Action Group, is contributing to delivering the Green Light North London project already listed in the Enfield 2020 Action Plan. Enterprise Enfield also provides wider business support for Small and Medium Sized Enterprises (SMEs) through 'Investing for Success;' for young entrepreneurs through the 'Start Up Loan Fund;' and for unemployed Enfield residents through 'Enfield Rises and Achieves.'

## 5. The Greater London Authority

The Mayor of London has a vision for the UK capital to be recognised as a world leader in improving the environment locally and globally. The Greater London Authority (GLA) is realising this vision through three key activities, all of which contribute to the delivery of Enfield 2020:

1. The GLA has published strategies on air quality, water, waste, climate change adaptation, and climate change mitigation and energy. These strategies build on Leading to a Greener London, which was published in 2009 and sets out London's aim to be one of the greenest cities in the world. There is a close synergy between these regional strategies and Enfield 2020's eight themes.
2. The GLA provides match funding for the £188 million 5 year Enfield Homes' Decent Homes Programme, which is a strategic sustainability project in the Enfield 2020 Action Plan.
3. The GLA is delivering big and bold strategic improvement programmes at a pan-London level, working in partnership with the 32 London Boroughs and the City of London. For the London Borough of Enfield, this enabling role has been central to the success of several strategic sustainability projects in the Enfield 2020 Action Plan. This includes the REFIT, RENEW, the Lee Valley Heat Network and the Green Deal projects, all of which have benefited from GLA funded consultancy support.



# part 2

## the opportunity

### 1. The Local Opportunity

**It would be easy to dismiss the 8 significant global challenges described In Part 1 as 'too big' for Enfield to make a difference. These challenges do however represent a significant economic opportunity from which all of Enfield's stakeholders can benefit. This is a clear motive to act. Investing in a low carbon future is good for business.**

'The Stern Review of on the Economics of Climate Change' reported in 2006 on the effect of global warming on the world economy. Stern concluded that climate change presents the world's most significant market failure and therefore significant economic opportunity. Rather than having to choose between growth and averting climate change, provided we live within environmental limits and ecological tipping points, securing low carbon economic growth will ensure a sustainable future. Stern concluded that the benefits of strong early action on climate change far outweigh the costs of not acting, which include the potential impacts of climate change on water resources, food production, health, and the environment. Stern proposed that 1% of global GDP per annum is required to be invested to avoid the worst effects of climate change. For London, 1% of GDP is equivalent to over £2 billion. If we act later, it will cost between 5 to 10 times as much.

To account for faster than expected climate change, in June 2008 Stern increased the estimate for the annual cost of achieving 500 and 550 CO<sub>2</sub> ppm stabilisation to 2% of GDP.

While a 2°C rise in global average temperature is not a safe limit, it is widely accepted as a critical threshold. The case for taking early action is clear, especially if London can quickly capitalise on the benefits of moving to a low carbon economy.

Following the Stern Review, the UK government used the Climate Change Act to introduce a legally binding commitment to achieve an 80% reduction in the UK's carbon emissions by 2050, as compared to 1990 levels. Without this action, the overall costs of climate change will be equivalent to losing at least 5% of global gross domestic product (GDP) each year, now and forever. Including a wider range of risks and impacts this could increase to 20% of GDP or more. Such losses would be particularly difficult during the current economic down turn.

The Mayor of London's Climate Change Mitigation and Energy Strategy, as published in October 2011, provides a similar carbon reduction target of a 60% reduction by 2025 and at least an 80% reduction by 2050, as compared to 1990 levels. Through the Greater London Authority, the Mayor of London provides a wide range of local authority support to help make this happen, including programme consultancy support to London Boroughs for district heating (Lee Valley Heat Network) and energy efficiency improvements in homes (RENEW and The Green Deal), public buildings (REFIT) and businesses (The Green Deal).

## 2. Enfield 2020

In May 2011 the Committee on Climate Change's report on 'How Local Authorities Can Reduce Emissions and Manage Climate Risk' highlighted the key role that local authorities need to play in tackling climate change and helping the UK meet its 8% target by 2050, as compared to 1990 levels. The Committee concluded that local authorities have significant scope to:

- Influence emissions in buildings, surface transport and waste, which together account for 40% of UK greenhouse gas emissions. There is an opportunity to reduce emissions in these sectors by 20% by 2020 from 2010 levels (30% on 1990 levels)
- Improve the energy efficiency of residential buildings (biggest opportunity), as well as non-residential buildings, sustainable transport and waste management
- Support power sector decarbonisation through granting planning approval for onshore wind projects and ensuring that these are designed to benefit local communities
- Support investment in electric vehicle charging infrastructure
- Reduce local authority estate emissions, which also underpins the wider community leadership role of local authorities
- Use planning powers to reduce carbon emissions and prepare for the effects of climate change

**The wide scope of the Council's activities creates a significant opportunity for Enfield Council to maximise the economic opportunities from its own operations and externally through its services.**

Sustainability is already the Council's 'day job,' with many existing sustainability projects to save money on energy bills, create local jobs, protect the local environment, reduce waste and improve public health. This is supported by the Council's Carbon Management Plan, which already commits the Council to reducing its carbon footprint by 25% by 2014, as compared to 2008 levels. At the end of 2011/12 the Council is on track to meet this target, having already achieved three quarters of this reduction, including a 7.9% reduction in its Carbon Reduction Commitment between 2010/11 and 2011/12. This has been achieved through a combination of 'Invest to Save' projects, property rationalisation and New Ways of Working.

There is now a pressing need to build on this success due to a number of drivers:

- The global economic opportunity for low carbon economic growth
- The recession
- The need to retain and create local jobs
- Significant health inequalities across Enfield
- Enfield's increasing population, which is forecast to increase by 6.45% by 2020

- Severe and unpredictable weather events brought about by climate change (floods, droughts and heat waves)
- Local authority budget cuts
- Spiralling energy bills creating the opportunity for the Council, businesses and residents to save money by saving energy
- The need to maintain the quality of the Council's services and operations
- Community leadership opportunity being lost, with many of Enfield Council's strategic sustainability projects going unnoticed
- The need for greater cross-departmental working to maximise value for money and impact

With strong political support, Enfield 2020 is an ambitious Sustainability Programme and Action Plan that responds to these drivers.

### 3. What is Sustainability?

**To be able to deliver an effective Sustainability Programme and Action Plan, we first need to clearly define ‘sustainability.’**

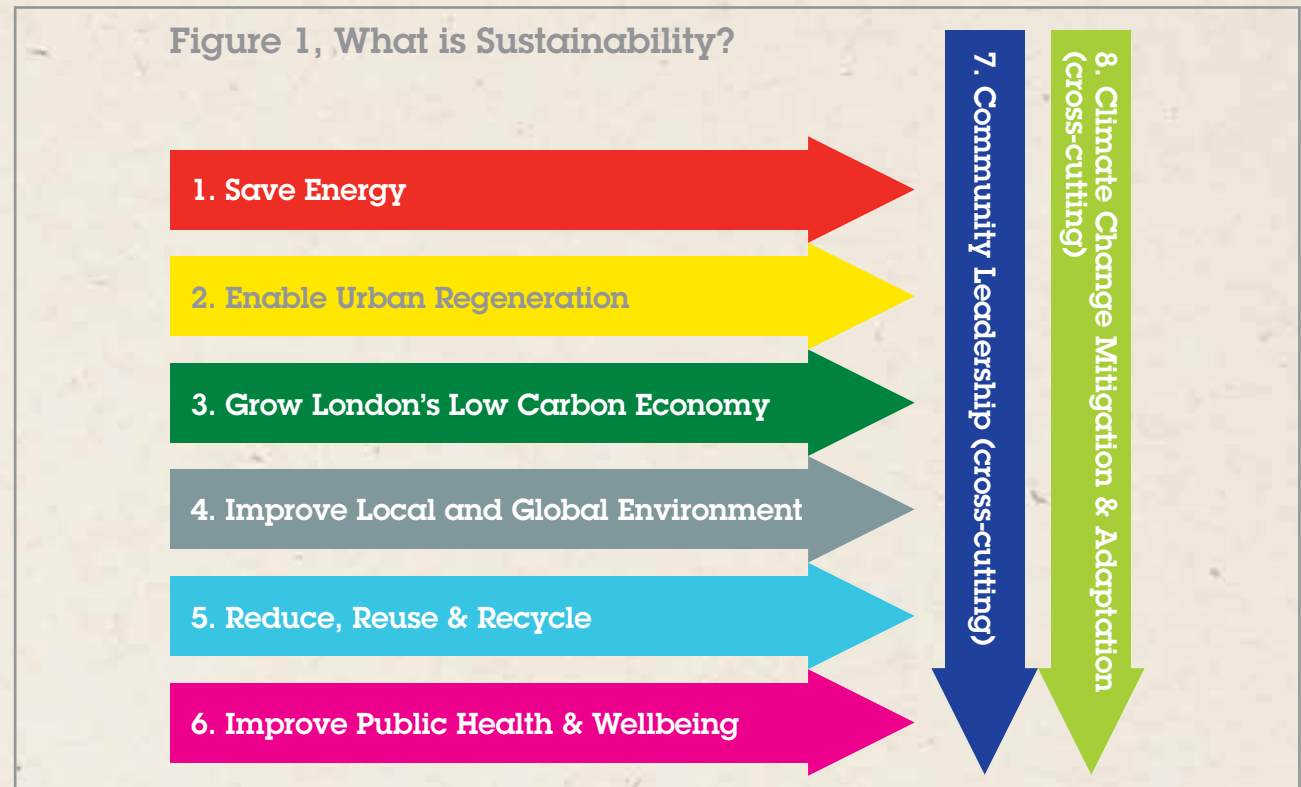
We are all familiar with the word ‘sustainability’ but what does this actually mean? Rather than talking about sustainability, climate change and making best use of the earth’s finite resources, Enfield 2020 focuses on ‘What’s in it for me?’ Whilst reducing Enfield’s Carbon Footprint is a strategic priority for the Council, many people struggle to relate such global challenges to their daily lives. This is why Enfield 2020 turns this message on its head, instead using key messages focused on saving money, creating local jobs, improving our environment, reducing waste and improving public health.



Residents and businesses alike are likely to be much more receptive to such messages, especially given current economic difficulties. This will deliver economic benefits, from which environmental and social benefits will follow, including carbon reduction. This is why Enfield 2020 adopts the wide definition of sustainability shown in Figure 1, using 8 themes:

1. Save energy
2. Enable urban regeneration
3. Grow London’s low carbon economy

4. Improve the local and global environment
5. Reduce, reuse, recycle
6. Improve public health and wellbeing
7. Community leadership/behaviour change (cross-cutting theme)
8. Climate change mitigation and adaptation (cross-cutting theme)



## 4. The 2020 Vision




Enfield 2020 has a ‘2020 Vision’ to:

1. Significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020
2. Deliver significant economic, environmental and social benefits for all of Enfield’s stakeholders

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

This 2020 Vision builds on the Council’s corporate vision to make Enfield a better place to live, work and visit, delivering the Council’s aims of Fairness for All, Growth and Sustainability, and Strong Communities.

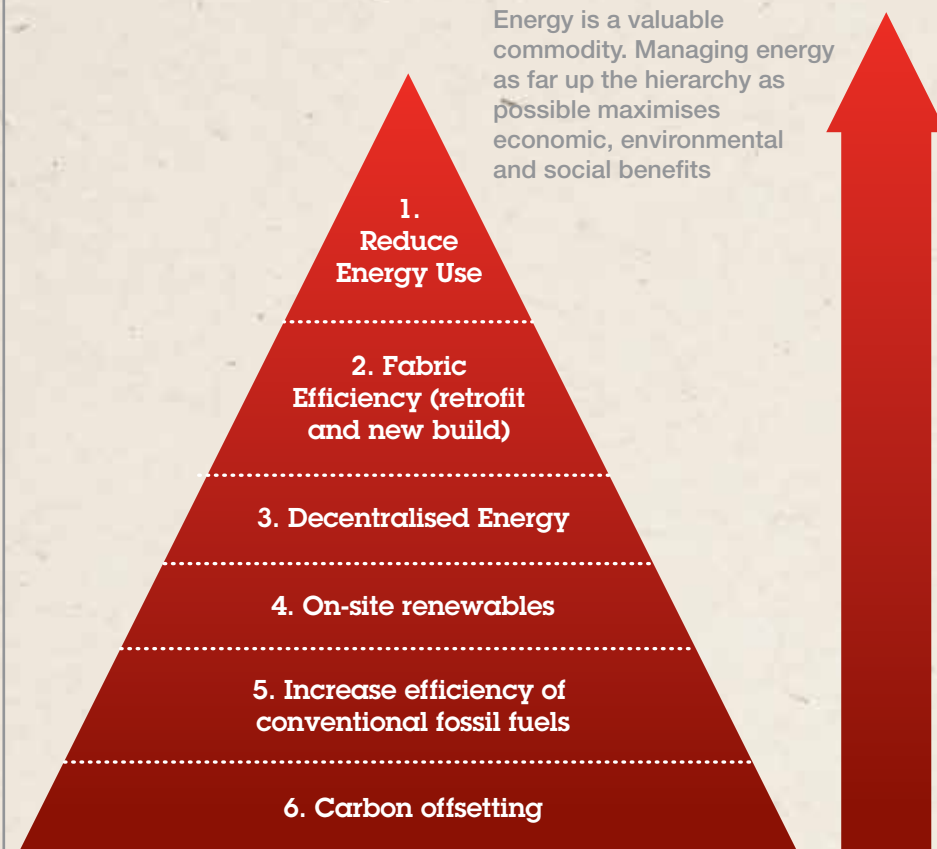
Table 1, The 2020 Vision

2020 Themes	The 2020 Vision
<p><b>1. Save Energy</b></p> 	<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>
<p><b>2. Enable Urban Regeneration</b></p> 	<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>
<p><b>3. Grow London’s Low Carbon Economy</b></p> 	<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 meters, renewable energy and energy retrofits</li> <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.</li> </ul> <p>This will stimulate economic growth, helping Enfield’s businesses to retain existing and create new local jobs</p>

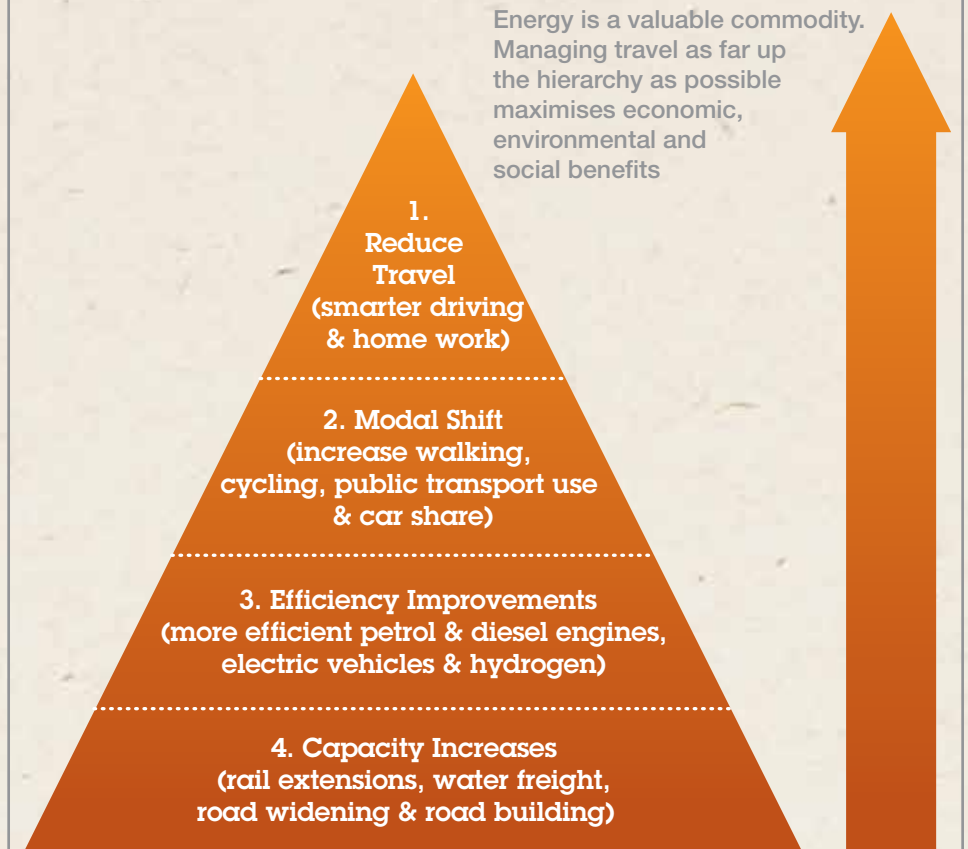
<p><b>4. Improve Local and Global Environment</b></p> 	<ul style="list-style-type: none"> <li>■ The variation of habitats and species in Enfield's natural environment are conserved and enhanced, helping the Earth's ecosystems provide the food, fuel, clean air and clean water upon which human life depends</li> <li>■ Improvements in road-traffic exhaust emissions enable the Council to revoke Enfield's existing Air Quality Management Area for Particulate Matter (PM<sub>10</sub>) and potentially Nitrogen Dioxide (NO<sub>2</sub>)</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>
<p><b>5. Reduce, Reuse, Recycle</b></p> 	<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> <ul style="list-style-type: none"> <li>■ Increase resource efficiency: reduce the economic, environmental and social impacts of extracting, processing, manufacturing and distributing new goods</li> <li>■ Enable the North London Waste Authority to achieve a combined recycling target of 50% for North London's waste by 2020</li> <li>■ Save Council tax payers money through reduced waste disposal costs (landfill and incineration) and increased recycling rates (generates an income)</li> <li>■ 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> </ul> <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</p> <p>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>
<p><b>6. Improve Public Health and Wellbeing</b></p> 	<ul style="list-style-type: none"> <li>■ It becomes easier for adults and children to enjoy healthy lifestyles, with reduced health inequality across Enfield</li> </ul>
<p><b>7. Community Leadership</b></p> 	<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> <ul style="list-style-type: none"> <li>■ Value for money across its full range of services and operations</li> <li>■ Enfield A Fairer Future for All: Enfield Council's Business Plan 2011-2014, which commits the Council to tackle the inequalities in the Borough, provide high quality services for all and attract growth, businesses and jobs to the area</li> <li>■ 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</li> <li>■ The government's localism agenda</li> </ul>
<p><b>8. Climate Change Mitigation and Adaptation</b></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 CO<sub>2</sub> emissions per capita, as compared to its 2005 baseline of 5.1 tonnes of CO<sub>2</sub> 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 CO<sub>2</sub> 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>



**Figure 2, Energy Hierarchy**



**Figure 3, Transport Hierarchy**



## 5. Enfield 2020's Strategic Objectives

Enfield 2020 aims to deliver the 2020 Vision through 4 strategic objectives:

1. 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
2. Enable the Council to deliver existing and new strategic sustainability projects which:
  - a. Focus on economic sustainability and 'What's in it for me?'
  - b. Address multiple themes and encourage cross-departmental working
  - c. Further embed sustainability as the Council's 'day job'
  - d. Leverage sustainability funding into Enfield
  - e. Maximise the Council's unique position as a 'Co-ordinating Council,' leading by example and making it easy for others to act
  - f. Maximise the economic, environmental and social benefits for all of Enfield's stakeholders
  - g. Make Enfield a better place to live, work, study and visit
3. The Council to work closely with the Enfield Strategic Partnership and Greater London Authority to help deliver Enfield 2020
4. Ensure Enfield 2020 more than covers its programme management costs by creating a self-funding Sustainability Service

## 6. Enfield 2020 Action Plan

The Enfield 2020 Action Plan contains 50 strategic sustainability projects, as detailed in Appendix 1, with the opportunity to develop and deliver further strategic sustainability projects in Enfield over the next 8 years.

The comprehensive and wide-ranging nature of this programme 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 eight themes. Information is also provided on whether the project is improving the sustainability of the Council or Borough.

Enfield 2020 differs from more conventional climate change programmes. Rather than talking about sustainability, climate change and making better use of the earth's finite resources, Enfield 2020 focuses on 'What's in it for me?' Whilst reducing Enfield's carbon footprint is a strategic priority for the Council, many people struggle to relate such global challenges to their daily lives. This is why Enfield 2020 turns this message on its head, instead using key messages focused on saving money, creating local jobs, improving the environment, reducing waste and improving public health. Residents and businesses alike are likely to be much more receptive to such messages, especially given current economic difficulties. This will deliver economic benefits, from which environmental and social benefits will follow.

These interventions are initially addressed by the 50 strategic sustainability projects in the Enfield 2020 Action Plan, that already includes sustainability projects that stretch across all 8 of Enfield 2020's themes:

### 1. Save Energy:

- 11 'Invest to Save' energy in buildings that include:
  - REFIT: proposed £3.1 million retrofit of 25 public buildings, made up of 19 large schools and 6 corporate buildings, including the Civic Centre
  - Salix Recycling Fund: £600k retrofit of corporate buildings and small schools
  - RENEW: retrofit of homes in Haselbury, Lower Edmonton, Upper Edmonton and Cockfoster wards
  - Trimming and Dimming of Enfield's street lights: once fully operational in April 2014, this £4.2 million project is forecast to save the Council £572,462 per annum from reduced consumption, which equates to reduced annual carbon emissions of 3,294 tonnes. Furthermore, the project includes a Salix interest free loan of £3.72 million, saving the Council an estimated further £2.604 million in interest payments, based on borrowing £3.72 million over 20 years at 3.5%
  - The Green Deal: development of large-scale retrofit of homes and businesses across Enfield and the UK
  - Trimming and Dimming: £4.2 million project to reduce the energy consumption of Enfield's Street Lights

- Enfield's Greenways network already provides 7km of walking and cycle ways, with a further 8km being provided by March 2013
- Enfield Council has installed 7 electric vehicle recharging points, many of which have dual recharging points enabling two cars to recharge from one post. These recharging posts form part of the Source London network ([www.sourcelondon.net](http://www.sourcelondon.net))

## 2. Enable Urban Regeneration:

- Developing 5 Area Action Plans for Central Leaside, Edmonton Green, the North East, the North Circular and Enfield Town to enable urban regeneration, create local jobs, address urban deprivation, reduce health inequality and grow London's low carbon economy through low carbon construction
- Initial public consultation for the Development Management Document has been completed.

## 3. Grow London's Low Carbon Economy:

- A 2009 Greater London Authority study on the London's low carbon economy identified that Enfield's low carbon economy turned over £267 million in 2008/09, with the 13th largest workforce of the 33 London Boroughs. The report also ranked Enfield as having London's 2nd largest workforce, after Westminster, in the Environmental 'Recovery and Recycling' sub-sector. The Brimsdown Business Area is the 2nd largest industrial estate in London, after Park Royal, and is home to the majority of Enfield's manufacturing and waste processing businesses

- The regeneration of large parts of Enfield creates significant employment opportunities in the construction industry. As Enfield pushes the boundaries of low carbon development, this has the potential to create local capability in low carbon construction
- Lee Valley Heat Network: being developed as the 'Strategic heat network for decentralised energy development in London.' This new city-scale decentralised energy network to capture affordable low carbon heat from waste to energy facilities and dedicated combined heat and power plants, supplying it to buildings and industry across the Lee Valley for use in space heating and hot water production. This will facilitate inward investment and new jobs; provide affordable low carbon heat to businesses, industries, the public sector and local residents across the Lee Valley; help tackle fuel poverty, reducing heating costs for residents living in some of London's most deprived neighbourhoods; and reduce London's carbon footprint
- Market Gardening project: linked to Enfield's market gardening heritage, the Council is investigating a range of options for increasing locally grown food, including cooperative growing, training, and commercial-scale hydroponic systems. A key outcome for the project will be to increase local employment opportunities
- STAR (Stratford-Tottenham-Angel Road) scheme: key to delivering the economic, environmental and social transformation of the Lee Valley, the STAR scheme is a major low carbon infrastructure project which

aims to create reliable, resilient and flexible train services in the Lee Valley. This will in turn unlock inward investment to enable regeneration of the Upper Lee Valley, creating an estimated 20,000 jobs and a further 15,000 jobs with the release of key strategic sites in neighbouring boroughs. Network Rail have recently confirmed the cost of the scheme as £79 million, of which they are willing to part fund it, with the Council and other partners making up the rest, primarily through the Community Infrastructure Levy (CIL)

- Enfield Council is developing its response to The Green Deal with associated opportunities to retain and create jobs by developing supply chain opportunities in the burgeoning energy retrofit market, as well responding to the forecast demand across the UK for Green Deal assessors and installers
- Capel Manor Horticulture College is working with the Council to develop Forty Hall Farm as a centre for expertise in local sustainable food production. This includes promoting its vineyard as a 10 acre social enterprise, with the aim of selling wine from 2013, and the continued development of its community apple orchard with funding from Big Tree Plant (forestry Commission), the Tree Council and Team London Funding

#### 4. Improve the Local and Global Environment

- In September 2011 the Council's Cabinet approved the employment of a Biodiversity Officer, initially for 2 years, to start delivering Enfield's Biodiversity Action Plan 2010-2015. This will ensure a holistic and co-ordinated approach to biodiversity conservation, supporting the Council's service areas
- Public parks form a large proportion of Enfield's open space, with over 13 million visits per year. The 2011/12 Public Service Satisfaction Survey reported that 36% of residents were 'very satisfied' and 48% 'fairly satisfied' (total of 84%) with Enfield's parks and open spaces
- Enfield achieved 8 Green Flags for its parks in 2011/12: Grovelands, Oakwood, Pymmes, Jubilee, Town, Forty Hall, Bush Hill and Trent Park
- Enfield is part of the world's first city-wide 'Low Emission Zone' (LEZ), encouraging owners of heavy and light goods vehicles to either retrofit particulate traps to meet Euro 5 exhaust emission standards, drive around the LEZ or pay a daily fine greater than £200. Larger vans and minibuses need to meet the Euro 3 emission standard for PM<sup>10</sup> and lorries, buses and coaches need to meet Euro 4
- Enfield Council is a partner in airTEXT, which is a free smart phone application. When air pollution levels are predicted to reach moderate or higher levels in the next 12 hours in people's selected area, they receive a text message, voice mail or an email to warn them that there may be poor air quality

- The Council undertakes a risk based inspection programme of 111 permitted industrial processes in Enfield, ensuring they use best available technology and operate best practice
- Thames 21 Catchment Restoration Fund: funding has been secured by Thames 21 for a 2 to 3 year project to implement a series of bio-retention areas in the Salmons Brook Catchment
- The Council's Public Health team is working in partnership with Thames Water to advise and where necessary enforce work to remove drainage misconnections directly into rivers in urban areas
- Capital Growth, which is a partnership between London Food Link, the Mayor of London and the Big Lottery's Local Food Fund has a short-term target to add 2,012 new spaces to grow food across the capital by the end of 2012. The Council had established 55 new community food growing spaces under the Capital Growth Scheme by March 2012

#### 5. Reduce, Reuse, Recycle:

- Reduce:
  - In May 2011 the Council achieved the Mayor of London's Green Procurement Code bronze accreditation, with the aim of achieving silver accreditation by March 2013 and gold accreditation by March 2015
  - The Council is implementing e-procurement technology, including a full e-tendering and Contracts Register which creates, advertises, evaluates and receives tenders online as part of the London Tenders portal, which is used

by 15 other London Boroughs, the London Fire Brigade, the Metropolitan Police and the Bank of England

- Junk mail: the Council actively promotes and encourages residents to sign up to the mail preference service through its website
- Reuse:
  - Reuse of Road Resurfacing Materials project: a successful pilot in 2011/12 applied a new in situ resurfacing technique to 19 roads, reusing the recovered road material on site. This saved an estimated 300 lorry movements reducing congestion, recycled 2,500 tonnes of waste that would have otherwise gone to landfill and significantly reduced the construction time, saving an estimated 600 tonnes of CO<sub>2</sub>. In 2012/13 the same technique will for used for the first time as an integral part of the £8 million Borough Capital Programme, as well as for £1 million of resurfacing of Enfield's principal roads, including the Ridgeway
  - Home composting: the Council offers residents a discount on home compost bins
  - Real Nappies: new and soon to be parents can apply for a £54.15 refund on reusable nappies
  - Re-store: this is a local charity that works in partnership with the Council to provide a free collection service for furniture in good condition. It is redistributed to local low income families, preventing over 70 tonnes of furniture going to landfill every year. To drive demand for this

service and to save Council taxpayers money, the Council now charges for bulky waste collections, of which furniture is a large element

- Phones for Safety: enables residents to dispose of their old phones at libraries and other Council buildings, which are then converted into emergency safety phones for people suffering from domestic violence
- Recycle:
  - By May 2012 a wheeled bin waste and recycling collection was rolled out to 80,000 households in Enfield, with the remaining 5,000 households receiving their wheeled bins by November 2012. Households receive 3 wheeled bins as standard, with a grey wheeled bin for refuse, a green wheeled bin for food and garden waste, and a blue wheeled bin for recycling. The grey refuse bin in a standard set is smaller in size to the green and blue bins, to encourage residents to recycle
  - Enfield's recycling rate for household waste for April to December 2011 was 35.3% (unaudited), which is just above the national average and 16th best in London. The Borough also has a residual household waste rate of 470kg per household, which is above the London average
  - In 2011/12 the Council's wheeled bin service saved Council tax payers in excess of £2 million from reduced waste disposal costs (landfill and incineration) and increased recycling, with an additional £0.25 million from reduced litter reducing the need for

street cleansing. This saved an estimated 13,527 tonnes of CO<sub>2</sub>

## 6. Improve Public Health and Wellbeing:

- Integration of the Council's new Public Health team with traditional public health interventions already being undertaken through the Council's services, which include:
  - Housing – affordable, sustainable and decent homes improve public health
  - Leisure and Parks - enable exercise and healthy lifestyles
  - Transport - modal shift encourages healthy lifestyles
  - Planning - urban regeneration uses economic, environmental and social benefits to improve public health
  - Economic development - local employment reduces deprivation
  - Education – provides people with the ability and information to make informed lifestyle choices
  - Environmental Health - improve local air quality, resolve noise complaints, remediate contaminated land, tobacco control, envirocrime, improving the nutritional content of takeaways, food safety, infectious diseases, and health and safety. The Council's Environmental Health team is proactively working to improve the nutritional content of takeaways as part of the Healthier Catering Commitment scheme

- Community safety - reduce fear of crime
- Social care - improve health and wellbeing of individuals, groups and communities

- Schools: educating children on food production, healthy eating and cooking through the 'Lets Get Cooking Scheme,' with £500 for each event from the London Borough of Enfield's Schools Fund Trust

## 7. Community Leadership:

- Development of the 'Enfield 2020' brand to facilitate stakeholder engagement and consensus building, including a dedicated Enfield 2020 webpage: [www.enfield.gov.uk/enfield2020](http://www.enfield.gov.uk/enfield2020). This will help stakeholders to feel that they are part of something bigger and that doing their bit really will make a difference
- The Council has a robust working relationship with key strategic partners, voluntary sector, community sector and other stakeholders in a range of fora



- Dedicated Community Engagement Officers work in the Neighbourhood Regeneration team
- Development of Business and Economic Development Department Stakeholder Engagement Plans for the Area Based Partnerships in 2012/13

## 8. Climate Change:

- The Council is actively helping the Borough achieve its ambitious Enfield 2020 targets of a 40% reduction in its carbon emissions by 2014 through the Enfield 2020 Action Plan
- The Council is also on track to meet its own Carbon Management Plan target of a 25% reduction in 2008/09 emissions by 2014, having already achieved three-quarters of this target through a combination of the £600k Salix Recycling Fund 'Invest to Save' energy improvement project for corporate buildings, property rationalisation, the introduction of smart meters to enable better energy management, and energy efficiency improvements undertaken by individual schools
- In October 2011 the Environment Agency published the UK's first Carbon Reduction Commitment (CRC) Performance League table, providing a reputational incentive for organisations to reduce their carbon footprints. Using the baseline energy and carbon performance of public and private sector organisations, Enfield Council came 732nd of 2,103 UK organisations. The Council also came 11th out of 33 London boroughs,

which is a fairer comparison based on similar buildings, services and operations

- Between 2010/11 and 2011/12, the Council achieved a 7.9% reduction (2,501 tonnes) in its CRC payments, reducing its carbon footprint from 31,763 tonnes to 29,262 tonnes. This resulted in a £30,011 saving in the Council's carbon tax payment under the CRC Scheme, from the Council's theoretical baseline payment of £381,156 to £351,145
- The Council has worked with partners to produce a local risk-based assessment of significant vulnerabilities and opportunities, which has resulted in the production of a number of documents:
  - Multi-Agency Flood Management Plan
  - Environment Agency's Regional Drought Management Plan
  - Emergency Plan - including response capability for severe weather
  - Primary Care Trust Heat-Wave Plan
  - Winter Highways Maintenance Plan
  - North Central London Local Resilience Forum Risk Register
- The Council is working closely with the Environment Agency to develop a £15 million flood alleviation scheme for Salmons Brook

Over time further sustainability projects will be developed to meet Enfield 2020's strategic objectives, drawing down on relevant funding. This approach is likely to provide better value for money, rather than simply chasing the wide range

of sustainability funding at a regional, national and European level. Examples of sources of sustainability funding and/or contributions in kind that could be leveraged into Enfield include:

- Energy Company Obligation
- Section 106 agreement funding
- Community Infrastructure Levy (CIL) funding contributions
- Salix funding
- Greater London Authority sustainability programme support
- Transport for London funding
- Technology Strategy Board funding
- Central Government funding
- European Union funding

## 7. What's in it for me?

The Enfield 2020 Action Plan contains lots of 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, making it easier for them 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 below for Enfield's wide range of stakeholders:

Enfield's residents and communities:

- Save money through lower energy bills
- Affordable low carbon heat supplied by the Lee Valley Heat Network
- Increased comfort and ability to enjoy their homes
- Regeneration of Enfield's most deprived communities
- Growing London's low carbon economy retains and creates local jobs
- Home working reduces the need to travel and increases leisure time
- Greenways make walking and cycling more enjoyable
- Enfield's green spaces provide more opportunities for leisure, education and relaxation
- Increased opportunity to buy local food

- It becomes easier to lead a healthier and happier lifestyle
- Increased sense of community
- Local air quality is improved and water pollution reduced
- Better able to adapt to the effects of climate change, including heat waves, droughts and flooding

Enfield's businesses:

- Economic growth
- Operational savings: save money by saving energy, carbon and waste
- Affordable low carbon heat supplied by the Lee Valley Heat Network
- Business development opportunities
  - Service provision e.g. opportunities to become Green Deal Assessors and Installers
  - Enables businesses to exploit supply chain opportunities in emerging and established low carbon markets
  - Opportunities to benefit from the Council's low carbon procurement activities
- Better able to adapt to the effects of climate change, including heat waves, droughts and flooding

Enfield's schools and colleges:

- School buildings: save money through lower energy bills

- 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 over 50 sustainability projects and local case studies, which could be linked to the curriculum and a whole school approach to sustainability
- 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
- Adaptation: better able to adapt to the effects of climate change, including heat waves, droughts and flooding

Enfield Council:

- Enfield 2020 provides value for money, helping maintain the quality of the Council's existing services and operations
- Save money by saving energy, carbon (reduced Carbon Reduction Commitment payments) and waste (reduced waste disposal costs and revenue from increased recycling rates)

## 8. Delivery – The Journey To 2020

- Strategic approach to sustainability maximises use of limited resources
- Additional sustainability funding is leveraged into Enfield
- The Council's community leadership potential is maximised, with associated good news stories realising reputational benefits
- The operational costs of Enfield 2020 are more than covered by a self-funding Sustainability Service

Enfield's other public sector organisations and voluntary sector:

- Save money by saving energy, carbon and waste
- Affordable low carbon heat supplied by the Lee Valley Heat Network
- Partnerships maximise limited resource and impact
- Improved Public Health and Wellbeing reduces National Health Service costs

Employees including Council staff:

- Saving money by saving energy, carbon and waste helps protect jobs

Mayor of London:

- Enfield 2020 helps deliver the Mayor of London's wide range of sustainability strategies and action plans

### 8.1 Community Leadership and Behaviour Change

The 2020 Vision is for the Council to exploit its unique position as a community leader to lead by example to engage Enfield's stakeholders and make it as easy as possible for them to help deliver Enfield 2020. This will enable the 'Co-ordinating Council' to deliver:

- Value for money across its full range of services and operations
- Enfield A Fairer Future for All: Enfield Council's Business Plan 2011-2014, which commits the Council to tackle the inequalities in the Borough, provide high quality services for all and attract growth, businesses and jobs to the area
- 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
- The government's localism agenda

As is shown in Figure 4, the Council already engages multiple stakeholders through 5 levels of stakeholder engagement:

- Inform: to provide objective information to assist the public in understanding key issues e.g. information provision to inform residents about Enfield's new wheeled bin food waste collection service
- Consult: to obtain public feedback to inform decision making e.g. Resident's Survey
- Participate: to work directly with service users and members of the public to ensure that issues and concerns are consistently understood and considered e.g. Residents' and Area Based Panels

- Collaborate: to work in partnership with service users and members of the public in each aspect of decision making e.g. Enfield Strategic Partnership and Area Based Partnerships (North East Enfield, Edmonton Leaside and South West Enfield)
- Empower: to place final decision making in the hands of service users and local communities, empowering residents to take responsibility for their lives and their communities e.g. annual £2.1 million Resident's Priority Fund plus active engagement of residents in Neighbourhood Regeneration Areas by the Council's dedicated Community Engagement Officers

To deliver the Community leadership theme, the 'Co-ordinating Council' aims to:

- Enable 'Enfield 2020 Champions' across the broad range of Enfield's stakeholders to act as key influencers around key messages, recognising that we are all more likely to be influenced by local social connections than marketing campaigns
- Provide information to stakeholders on practical steps to make the change, including signposting to other organisations
- Make it easy for people to save money, shop local and take better care of themselves, their community and their environment. This will be far more effective than telling people what to do and avoids 'Nanny State' interventions
- Use Figure 4 as a menu to decide whether it is best to inform, consult, participate, collaborate or empower particular groups of stakeholders
- Use the evidence base above to target different groups of stakeholders within Enfield with



sustainability messages most appropriate to them, always focussing on 'What's in it for me?'

- Piggy back on existing community engagement methods wherever possible
- Within specific target groups ensure that the engagement processes are inclusive
- Engage stakeholders using multiple messages across all of Enfield 2020's themes to increase the likelihood of messages sticking and action being taken
- Develop the 'Enfield 2020' brand to facilitate stakeholder engagement and consensus building, including a dedicated Enfield 2020 webpage: [www.enfield.gov.uk/enfield2020](http://www.enfield.gov.uk/enfield2020). This enable stakeholders to feel that they are part of something bigger and that doing their bit really will make a difference
- Monitor progress by tracking changes in perception of sustainability issues and opportunities through the Enfield Residents' Panel, and incorporating sustainability issues section in subsequent residents surveys, as well performance management of stakeholder engagement projects such as the Green Deal

## 8.2 Further Embedding Sustainability

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

## 8.3 Governance

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 shown in Figure 5. These are based upon traditional programme and project management to ensure:

- Strong corporate and political buy in
- Delivery of 50 strategic sustainability projects in the Enfield 2020 Action Plan
- The opportunity to develop further strategic sustainability projects
- An internal and external focus
- That the transformational change is embedded across all 6 Council Departments

In summary:

- The Cabinet Member for Environment will be regularly briefed both before and after the Programme Board meetings, to enable political decisions on strategic direction
- The Enfield Strategic Partnership Board will be regularly briefed and engaged on Enfield 2020

- The Council's Corporate Management Board will meet every quarter, with Enfield 2020 and the Council's sustainability performance an agenda item on the Council's Corporate Performance Management Review. This will provide corporate buy in and direction to Enfield 2020, ensuring the programme is embedded as an integral part of the Council's existing performance management arrangements

- The Chair of the Programme Board is the Director of Environment, who has overall responsibility for delivery of Enfield 2020 delivery
- The Head of Sustainability is the Programme Manager, working to co-ordinate delivery of Enfield 2020 and realise its economic, environmental and social benefits
- 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 (CMB) quarterly performance management meetings. The list of Project Managers will change as Enfield 2020 projects are delivered and new projects commissioned
  - Provide the link to Sustainability and Environment Scrutiny Panel

#### 8.4 Enfield's Sustainability Service

The Council's Sustainability Service was created in September 2011. Based in the Environment Department, the Service works corporately with Council services, operations and partners, with two immediate priorities:

1. To develop Enfield 2020 to provide the strategic context for the Council, Sustainability Service and stakeholders across Enfield
2. 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

The Sustainability Service has 2 small teams:

1) Enfield 2020 team:

- Enable and co-ordinate development of strategic sustainability projects, working corporately with the Council's wide range of services, operations and partners to deliver and further develop the Enfield 2020 Action Plan, which already contains 50 strategic sustainability projects

2) Energy Management team:

- Measure, monitor & manage energy consumption for:
  - Schools: 90 secondary and primary schools, including local authority controlled, voluntary-aided, academy and special schools
  - Enfield Homes: more than 1,000 accounts for the communal areas in low and high rise tower blocks
  - Corporate Property: Council buildings including the Civic Centre, other Council offices, Millfield

Theatre, parks, libraries, car parks, industrial estates & units, youth centres, educational centres, children's centres, community centres, depots, recycling centres, golf courses, allotments, homes for the elderly and day centres

- Manage Carbon Reduction Commitment payments
- Procure energy for schools, Enfield Homes and the Council

Figure 6, Enfield's Sustainability Service, describes how this works in practice.

#### 8.5 Performance Management

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 challenge to measure, monitor and manage performance.

To be effective the performance management system needs to minimise additional resource implications, especially during a time of additional local authority funding 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.

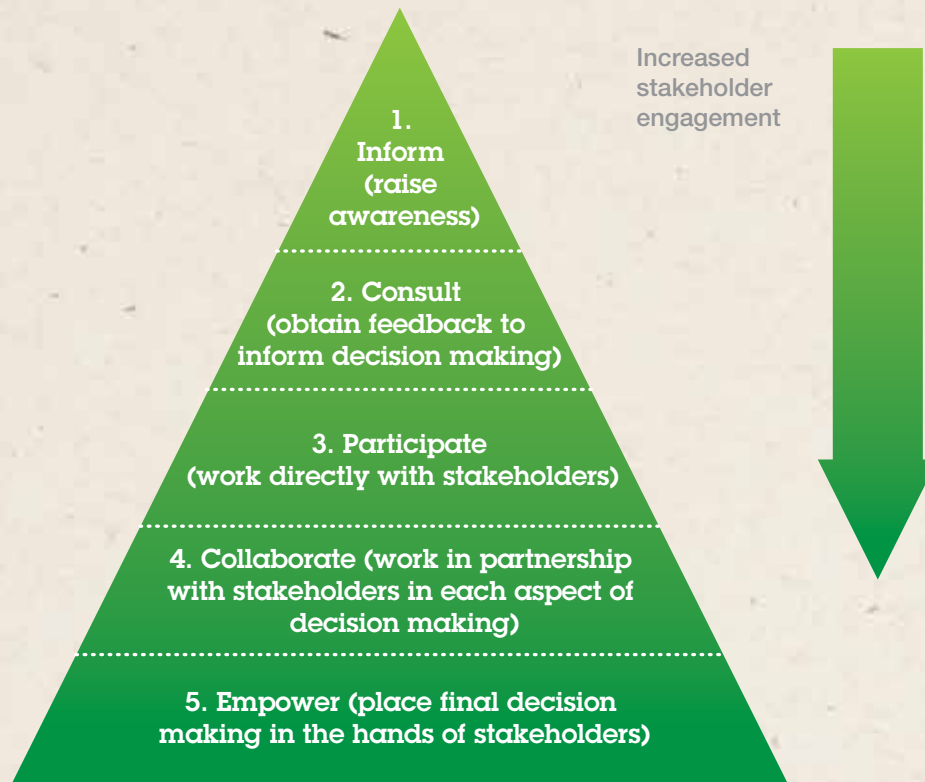
Already piloted successfully within the Sustainability Service, Covalent will provide an online facility to manage high level performance related to each sustainability project in the Enfield 2020 Action Plan. This will minimise resource implications for Project Sponsors, enabling online updates and 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.

Enfield 2020 will be audited through:

- Day to day work of the Sustainability Service
- Quarterly Enfield 2020 Programme Board meetings
- Quarterly Corporate Management Board meetings, linking into the Council's wider performance management
- Environment and Sustainability Scrutiny Group, which is cross-party and open to the public

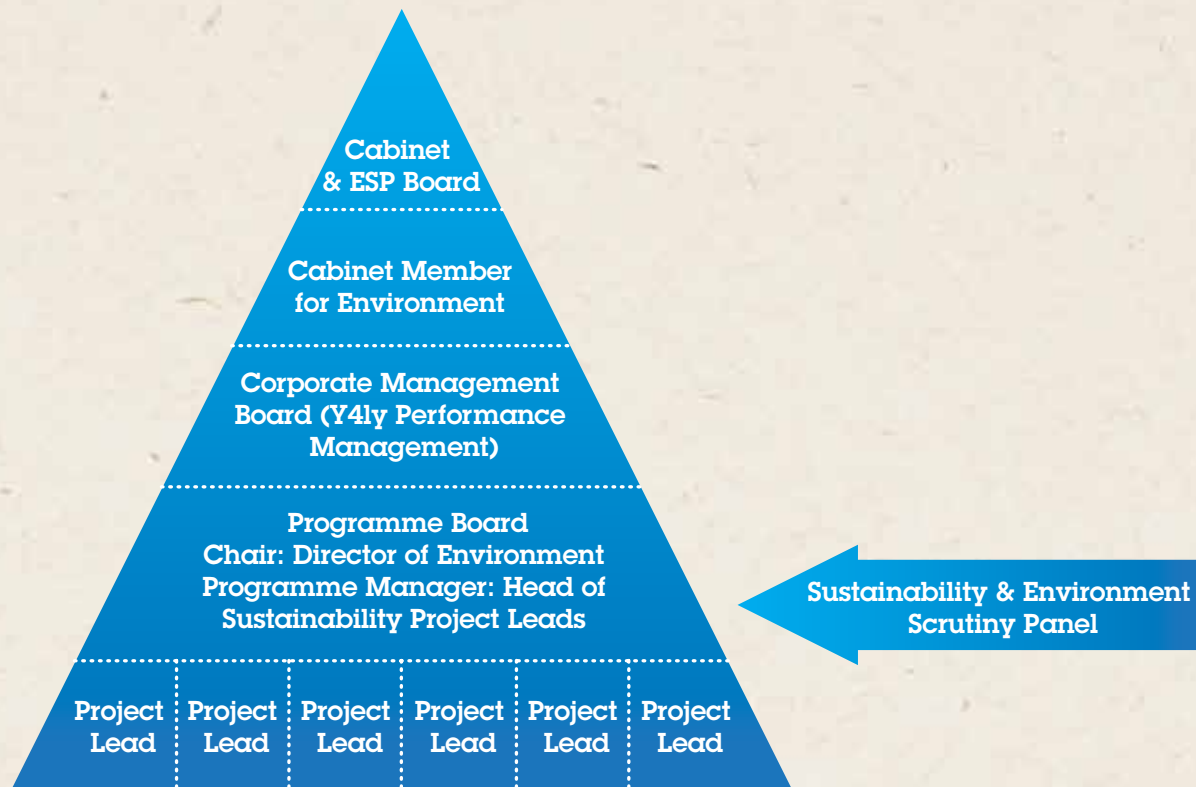
## Figure 4, Levels of Stakeholder Engagement

The five stakeholder engagement methods used by the Council



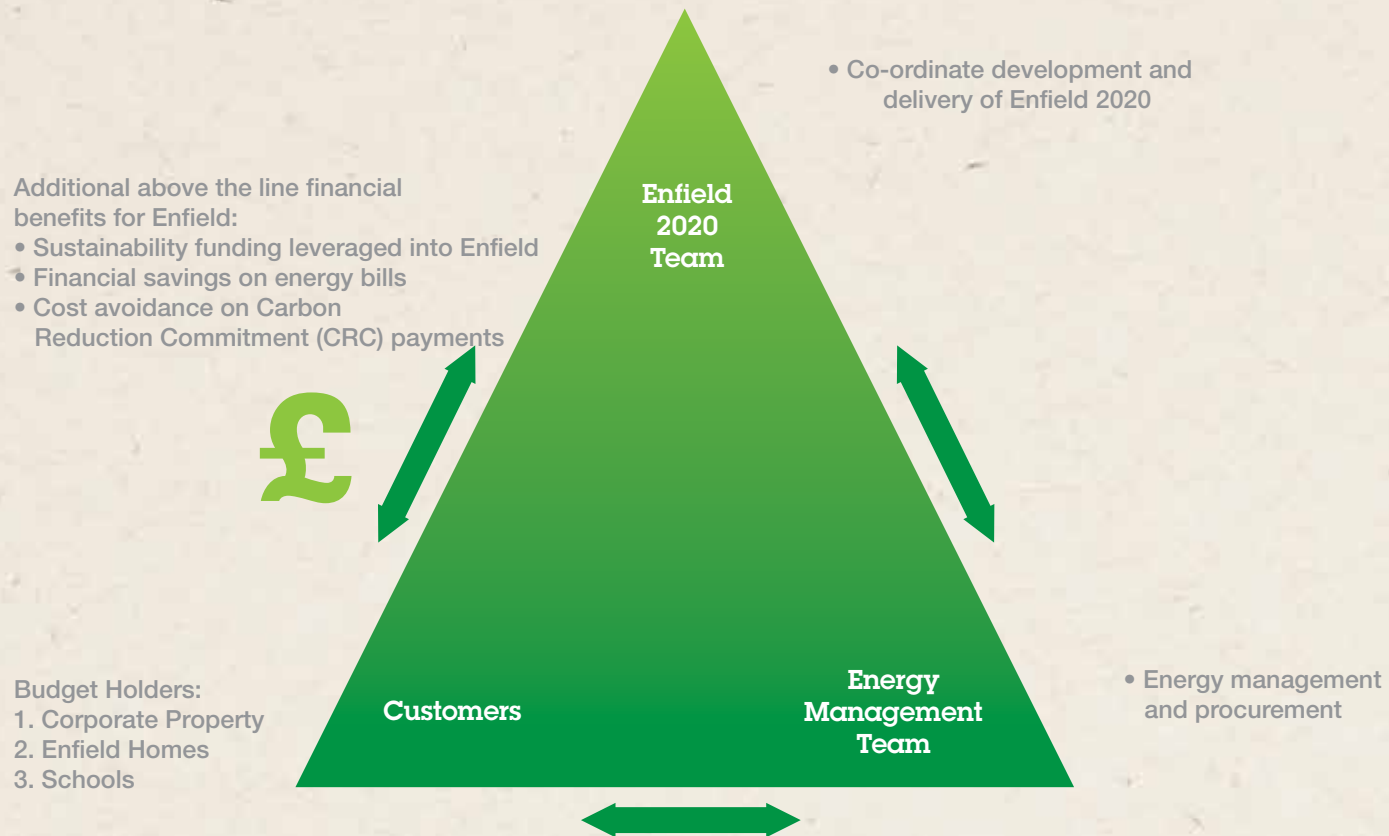
## Figure 5, Governance

Updated governance arrangements, which are based on the principles of traditional programme and project management



## Figure 6, Enfield's Sustainability Service

This diagram shows how Enfield's Sustainability Service saves money for the Council's corporate buildings, schools and Enfield Homes







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