

CROYDON CARBON NEUTRAL ACTION PLAN

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February 2022

Foreword - Sustainable Croydon Cabinet Member

Climate and ecological emergency is a significant threat to our planet, and it needs political leadership and a response at local level to mitigate the effects of this global crisis. It is this council's ambition to play a key leadership and influencer role at local, regional and national level to ensure that policies are in place to deliver meaningful action at the scale and pace that is required.

Since declaring a climate and ecological emergency in 2019, I am proud to mention that we have taken a wide range of actions to combat climate change, including; planting thousands of trees, installing hundreds of electric vehicle charges points, working on fuel poverty, installing renewable heat solutions in council housing blocks, developing dozens of school streets, recycling more waste and encouraging circular economy principles, encouraging walking and cycling and improving air quality by implementing more cycle routes and healthy streets and neighbourhoods schemes. Climate change requirements have also been embedded in Croydon's updated Local Plan to ensure sustainable design and construction of new buildings along with protecting and enhancing our green spaces.

The challenge is significant and on its own, the Council cannot achieve the scale of change required in the borough. It will therefore develop a communication and engagement strategy to raise awareness and build a broad alliance of partners to deliver on the actions outlined in the Croydon Carbon Neutral Action Plan. This will involve working with residents, unions, businesses, civil society organisations, further education and skills providers, and other anchor organisations.

This carbon neutral action plan outlines various key initiatives that are either being delivered or will be delivered over the coming years to put Croydon on the path of carbon neutrality by 2030.

It is our ambition to embed climate change into everything we do as a council and that no area of the council will be left unchallenged. No resident will be left wondering what part they can play in helping us to achieve our objectives.

Every single action, small or big counts and we will work together to tackle the climate change crisis.

Councillor Muhammad Ali



Introduction

This action plan document sets out the council's latest position on, and approach to, reducing carbon emissions from activities within the borough. The journey to achieving carbon neutrality by 2030 will be challenging and will require an enormous and collaborative effort across the board. It will also require regular periods of monitoring and revaluation of targets to ensure all participants in the challenge are clear on how we are best employing our joint resources. For that reason, this action plan will serve as a 'live' document for all participants – and everyone who lives, works and/ or visits Croydon – to refer to during the next 10 years. It will be reviewed regularly and include a formal discussion for approval at Cabinet meetings on an annual basis. Further information on governance processes is included within the plan. Also, within this action plan is detail on the thematic approach the council is taking towards carbon emission reductions, as well as information on what has been achieved to date, what we are currently delivering and the future plans to achieve carbon neutrality.

Background and Context

In June 2019, Croydon Council declared a climate and ecological emergency and began acting on this declaration by commissioning a climate Citizens' Assembly and developing an independent Climate Crisis Commission. The Commission was launched in March 2020, shortly before the country entered lockdown in response to the Covid-19 pandemic. Croydon Council partnered with the New Economics Foundation (NEF) to set up and support the Commission, building on the work of the Croydon Citizens' Assembly which concluded in March 2020.

The vision of the Commission is to drive rapid reductions in the carbon emissions from activities in the borough of Croydon, with the intention of becoming carbon neutral by 2030. Critically, the Commission aims to ensure the transition to carbon neutrality happens in a fair and just way, providing good quality jobs, improving wellbeing, and reducing inequality. The Commission's short-term purpose was to identify priority areas for action, developed with the people of Croydon, to show how the borough of Croydon could become carbon neutral by 2030. The full [Croydon Climate Crisis Commission report is available online](#).

Within the report, the Commission's recommendations focus on 5 interconnected key themes for action with 23 associated actions. The 5 key themes are:

- Getting the groundwork right
- Driving a green economic recovery
- Greening our neighbourhoods
- Getting people and businesses involved
- Achieving the scale of change

The Commissioners report and recommendations were presented to and approved by Croydon Cabinet in June 2021, along with the key recommendation to develop a delivery plan to progress the key theme and priority areas identified within the report. This document is that delivery plan.



Council Priority

Croydon Council recognises its unique position and role in supporting the reduction of carbon emissions across the borough. We are able to directly deliver carbon reductions in a number of ways within our own infrastructure and the services we deliver, and we are also able to impact further reductions through additional means, such as setting policy, influencing development and contributing to networks and alliances of communities and businesses. The council is well-placed to take a lead role in achieving borough-wide carbon neutrality.

For this reason, it is paramount that the council makes tackling this challenge a priority. We need to demonstrate this through the following:

- Governance and engagement
- Financial resourcing
- Embedding carbon neutral principles across the council
- Communication and public engagement

Governance and engagement

As part of 'getting the groundwork right', the council needs to ensure that a clear and robust suite of governance mechanisms are implemented. There will be two governance mechanisms in place; internal and political and an external engagement forum. Internal governance will include the coordination of the council's direct activities, as well as a lead role in contributing to the engagement with an external forum, which will ensure that the local residents, businesses, schools and the wider community are part of the long-term journey towards carbon neutrality. As detailed in the plan below, a future report will be made to Members around the establishment of this external forum to ensure that it is appropriately approved and the parameters of the forum are clearly set so that local residents, businesses, schools and the wider community are represented on the proposed forum and know how they can be involved in this important agenda. The political governance will be championed by the Cabinet Member for Sustainable Croydon and will utilise existing reporting forums including Scrutiny and formal Cabinet meetings. Following the Croydon Mayoral election in May 2022, this will require further review and update.

The current council structure includes staff roles at all levels across multiple directorates and services which are supporting delivery of a more sustainable Croydon. Additionally, there is a requirement for an allocated resource to ensure that ongoing works and associated outcomes are monitored accurately and coordinated to achieve opportunities for more efficient and effective working across the council and amongst our partners. This requirement will be fulfilled by the Carbon Neutral Programme Manager (CNPM) role to be created and hosted within the Sustainable Communities, Regeneration and Economic Recovery (SCRER) department.

Though the CN programme manager role will be hosted within the SCRER department, the responsibility for climate change mitigations and adaptations are a priority relevant to the whole organisation. For this reason, it is proposed that a Croydon Carbon Neutral Board be established to lead and monitor progress against actions set out in this evolving action plan. Underpinning this with a Croydon Carbon Neutral Working Group, facilitated by the CNPM, which will consist of officers responsible for progressing the actions within this plan, the outcomes of which are proposed to be reported to the Board. A future report to Members will be made to set out the parameters of the proposed Board's authority, roles as well as their reporting structure and composition.

Delivering carbon neutrality by 2030 will require significant effort and resource from many stakeholders within the borough and thus a mechanism for external engagement to coordinate and monitor progress against this ambition is proposed. As part of this evolving Croydon Carbon Neutral Action Plan, we are proposing the development of an external forum through which the borough-wide progress to carbon neutral can be engaged on. The details on how this forum will be developed and reported to Members for decision with a view to being facilitated in future will be a key responsibility of the CNPM and will form the subject of the future report to Members referenced above.

The political governance mechanism will need due consideration following the election of the Croydon Mayor in May 2022. Within the current political governance, this draft plan proposes that it be led by the Cabinet Member for the Sustainable Croydon portfolio. The cabinet member would be responsible for the political leadership of this crucial ambition and it would include an annual Cabinet review of progress against this action plan.

Financial resourcing

The complex challenge of achieving carbon neutrality by 2030 will require significant financial investment. The financial investment will need to be funded from a variety of sources, including council driven expenditure as well as external allocations from the business sector and available grant-funding streams. Within the working remit of the council, by embedding carbon neutral targets within everything we do, there are significant capital and maintenance budget spend opportunities which will directly and indirectly support decreasing carbon emissions within the built infrastructure we manage, the services we deliver and how we can facilitate increased external investment. Listed below are three examples of funding allocations earmarked for forthcoming investment.

- There is £660K of 'Carbon Offset' S106 contributions forecasted for expenditure by 2024 to deliver Croydon Healthy Homes.
- Council officers have submitted an application for £1.1M of Community Infrastructure Levy (CIL) Local Meaningful Proportion to fund Sustainable Croydon initiatives, split equally over the 2022/23 and 2023/24 financial years.
- Council officers have applied for £5.4M of funding from Transport for London to spend in 2022/23 on a range of infrastructure improvements such as green corridors, cycle infrastructure and liveable neighbourhoods.

Embedding carbon neutral principles across the council

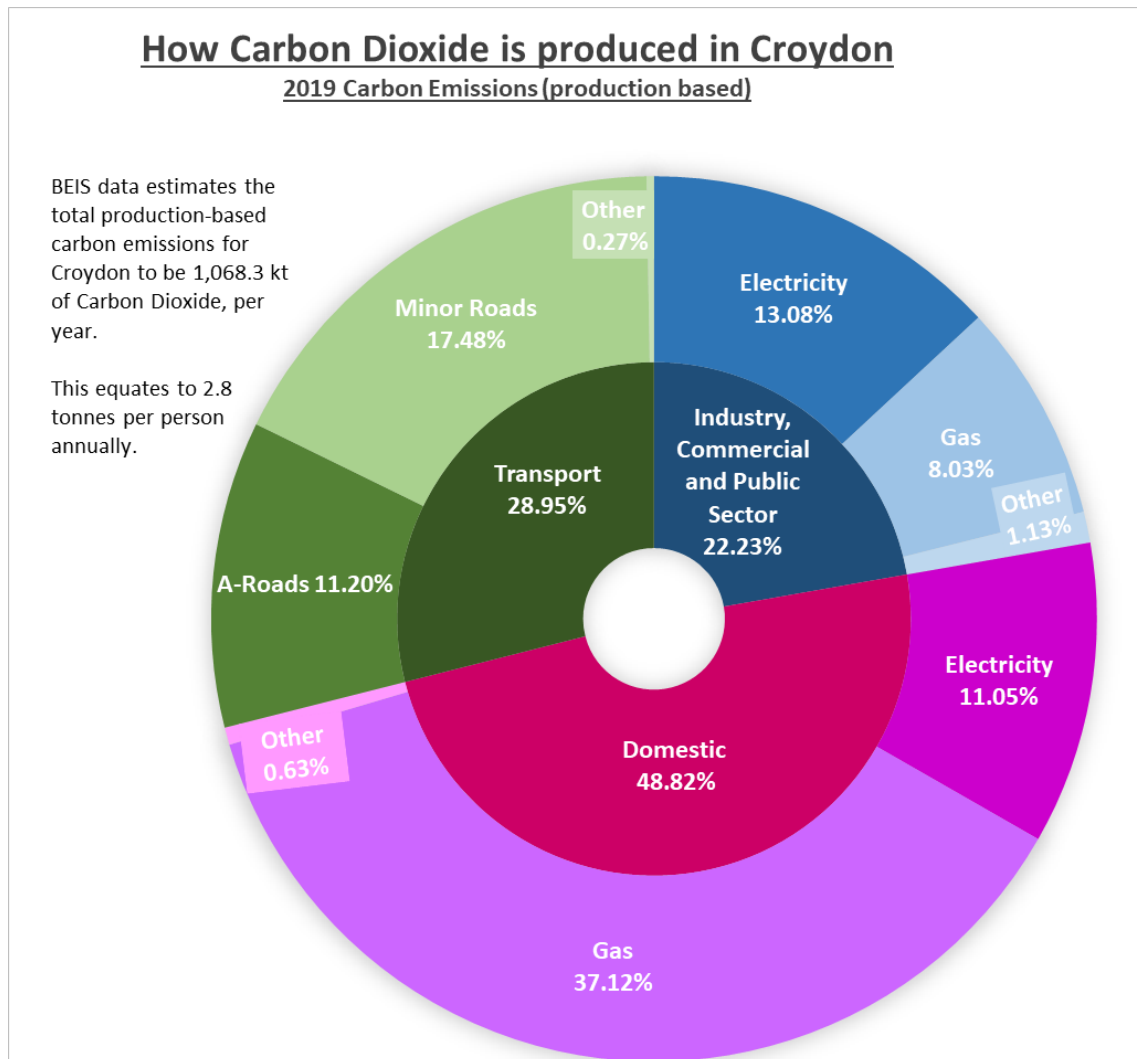
There are many teams across the council that are delivering services which impact on our carbon emissions and it is imperative that we embed sustainable practices across all of them. This requires a mandate from corporate management officers to ensure buy-in and implementation at a service delivery level. These conversations are underway and will impact everyone, from how we procure goods and services to how we assess and monitor corporate risk. A key element to achieving this 'council-wide buy-in' is the proposed inclusion of a corporate director as chair of the Croydon Carbon Neutral Board, who will then be in a position to directly inform and advise the rest of the Corporate Management Team, including the council chief executive and assistant chief executive, on the progress being made with this action plan as well as the opportunities and risks that arise and to which the senior leadership can respond.

Communication and public engagement

The journey towards achieving carbon neutrality in Croydon will need to include action from stakeholders across the borough. The council can take a leadership role to help drive this action through the creation and delivery of a carbon neutral communications and engagement campaign, which will be a key method to inform all parties – from residents and local businesses to council staff and anchor organisations – how they can contribute to reducing their carbon footprint, as well as the progress that we are all making towards our carbon neutral target of 2030.

The Croydon Carbon Baseline

A fundamental next step within the council's responsibility is the development of an accurate, borough-wide carbon baseline. To date, the carbon baseline figures for borough-wide activities have been sourced from the Department for Business, Energy & Industrial Strategy (BEIS) data set, widely used by local authorities across the country. Within the BEIS data estimates, it is also estimated that Croydon Council can directly impact between 2-5% of local emissions but can influence around a third of emissions within the borough through leadership and place making. Outline figures for 2019 are illustrated in the chart below.



The outline figures above present a good starting point, however, to create a realistic and specific roadmap to carbon neutrality a detailed baseline of production and consumption-based carbon emissions is required. With this information, the council will then create a set of simple, understandable measures of success to chart the progress of its actions and evidence the gains in comparison to the baseline. Progress against the measures will be regularly reported on via the governance mechanisms outlined above. Officers have begun the process to commission the creation of a borough-wide carbon baseline.

Progress to Date

Croydon Council has recognised the importance of addressing the complex matter of climate change for over 10 years and it was in 2010 that we published the Croydon Climate Change Strategy and Carbon and Energy Efficiency Plan. Since then the council has increased the direct actions, we can take to reduce our own carbon emissions and the supporting actions we can take to enable other stakeholders within the borough to reduce their emissions. This has particularly picked up pace within the last three years since 2019. In this section of the action plan, the table outlines what the council has been able to achieve and is currently working on delivering, set out under the five key themes from the Commission's report. A small number of outline figures are also listed immediately below.

- Officers will publish an updated Air Quality Action Plan in 2022.
- 3,500 trees will be planted by end of 2022.
- Since 2016, over 38km of cycle lanes have been installed.
- 124 properties in council housing, have benefited from the installation of ground source heat pumps, as well as additional works.
- During 20/21, £729k was spent on campaigns for healthy school neighbourhoods and healthy neighbourhoods.
- An emission based parking policy was launched in 2019. This reduces the costs of parking in Croydon, for those with electric, or low emission, vehicles.
- There are 42 cycle hangers across the borough.
- 400 electric vehicle charge points are to be installed by end of 2022.
- During 2018-20, 828 home visits to fuel impoverished residents were carried out, delivering 5,600 small energy savings measures.

Getting the Groundwork Right						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Status
Establish oversight and accountability						
Have a lead Councillor take on the responsibility of overseeing implementation of recommendations	LBC Officers (LBCO), Cabinet Member (CM)	Enabling activity	Low	Spring 2022	Zero cost	'Sustainable Croydon' Cabinet Member established in 2021. Longer term political governance to be confirmed.
The Croydon Local Government Pension Fund, to the extent that it is in accordance with adopted Investment Policy, has committed over time to working with investments that have a strong environmental, social and governance policy.	LBCO, Pensions Fund, Pensions Committee	Medium	High	Ongoing	Low	The Pension Fund operates in accordance with its adopted Investment Strategy which is based on professional advice from its external pension's advisors. To the extent that it is in accordance with the adopted Investment Strategy, the Fund aims, over time, to invest in assets that positively address environmental, social and governance policy issues.
Contribute to a broader ongoing knowledge exchange						

Getting the Groundwork Right						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Status
Ensure ongoing engagement with other councils/ Greater London Authority (GLA) to inform best practice and assess opportunities for collaboration.	LBCO, GLA, London Councils	Enabling activity	Low	Ongoing	Low	LBC officers are part of the South London Partnership (SLP) and South London Waste Partnership (SLWP).

Driving a Green Economic Recovery						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource requirement	Status
Promote green jobs and skills						
LBC officers are contributing to the SLP to produce a report detailing skills gaps in the green jobs market.	LBCO, SLP, Local Businesses (LB)	Enabling activity	Low	Ongoing	Zero cost	Report due for publication by Spring 2022.
LBC officers have partnered with London Southbank University to develop an innovation centre in Croydon.	LBCO, London Southbank University	Enabling activity	Low	Ongoing	Low	Innovation centre will focus on research and development into technology for energy conservation and retrofitting, as well as addressing issues of inclusivity within these jobs and the industry.
LBC officer run an employment and skills forum with the aim of understanding and reacting to skill gaps and employer needs.	LBCO, Education Providers (EP)	Enabling activity	Low	Ongoing	Low	LBC officers exploring expanding to include an employer skills forum.
Strengthen the local and foundational economy						
Council actively promotes the adoption of toolkits to local SMEs to support them to reduce their carbon footprint.	LBCO, LB	Enabling activity	Low	Ongoing	Zero cost	Toolkits and other public and business resources will continue to be promoted through LBC communications campaign.
Strengthen the circular economy and recycling rates						

Driving a Green Economic Recovery

Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource requirement	Status
Croydon's first Community Reuse Shop opened in November 2021. It sells refurbished goods that have been saved from disposal by the Household Reuse and Recycling Centre teams across the South London Waste Partnership (SLWP).	LBCO, SLWP, LB, R	Low	Low	Ongoing	Low	All proceeds from sales, feed back into the operation of the shop.
Croydon Council is part of the South London Waste Partnership. The average recycling rate for the four boroughs has increased from 46% in 2018/19 to 48% in 2019/20.	LBCO, SLWP, LB, R	Low	Low	Ongoing	Medium	It's the fourth year in a row that recycling rates in the SLWP region have risen, with the figure climbing by nine percentage points since 2016/17, outperforming both regional and national trends.

Greening our Neighbourhoods

Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Status
Increase renewable energy production						
Council officers contribute to the London Council working group exploring the feasibility of developing a power purchasing arrangement.	LBCO, London Council Working Group	Enabling activity	High	Ongoing	Low	
Develop a pipeline of retrofit projects						
During 2020/21, over £3.7M was spent by the Council on retrofitting Council housing stock. This was directed at heating efficiency, window insulations and associated works.	LBCO, Residents (R)	Medium	Medium	Complete	High	Council continues to deliver these improvements annually.
In 2016 the council launched Croydon Healthy Homes (CHH) to tackle fuel poverty by improving the energy efficiency of homes and reduce residents' fuel bills. Over £660K of Carbon Offset S106 funding has been secured to continue this work until at least May 2023.	LBCO, R	Medium	Low	Ongoing	Medium	Between 2018 and 2020, CHH carried out 828 home visits and delivered over 5,600 small energy saving measures installed with an estimated saving of 74 tonne CO ₂ /year
During 2020/21, the council spent over £476k and £37k on boiler and lighting replacements in Croydon schools respectively.	LBCO, EP	Low	Low	Ongoing	Medium	This is part of an ongoing effort reduce emissions of our education estate.

Greening our Neighbourhoods						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Status
During 2019/20, the council spent over £14.4M on Ground Source Heat Pumps (GSHP) and associated works, such as cladding and insulation, within council housing stock. 124 properties benefited from these works.	LBCO, R	Low	Medium	Complete	High	£11.8M was spent on the associated works and £2.4M on the GSHPs. The council received £78k as an ECO Incentive and will receive a further £1.78M over the next 20 years.
Promote public transport and active travel to become the natural first choice						
During 2020/21, over £1.4M was spent on green corridors, walking and cycling paths. This was funded collaboratively by Transport for London (TfL), Department for Transport (DfT), the Growth Zone, the GLA and Croydon Council.	LBCO, R, TfL, DfT, Growth Zone, GLA	Medium	High	Ongoing	High	Council continues to deliver these improvements annually.
During 2020/21, over £105K was spent on traffic reduction strategies. This was funded by TfL.	LBCO, TfL, R	Medium	Medium	Ongoing	Zero cost to Council	Council continues to deliver these improvements annually.
During 2020/21, over £95K was spent on Bus Priority projects. This was funded collaboratively by TfL and Croydon Council.	LBCO, TfL	Low	Low	Ongoing	Medium	Council continues to deliver these improvements annually.
During 2020/21, over £729K was spent on the Healthy School Neighbourhoods and Healthy Neighbourhoods campaigns. This was funded collaboratively by TfL and DfT.	LBCO, TfL, R, DfT, LB	Medium	Medium	Ongoing	Zero cost to Council	This aimed to increase uptake of active travel, reduction in emissions and improvement of air quality for neighbourhoods and schools.
From 2016 to 2021, LBC delivered over 38km worth of cycle path infrastructure and installed 42 cycle hangars.	LBCO, TfL, DfT, R	Medium	High	Ongoing	High	Council continues to deliver these improvements annually.
During 2020/21, over £459K was spent on Urban Mobility as well as 'Vision Zero'. These were funded collaboratively by; TfL, electric vehicle grants and Croydon Council.	LBCO, TfL	Low	Low	Ongoing	Medium	Council continues to deliver these improvements annually.
Provide the infrastructure to enable the use of electric cars						
The council has installed over 250 electric vehicle charging points, with a total of 400 due by March 2022.	TfL, LBCO, Charge Point Operators (CPOs)	Medium	Medium	Ongoing	Medium	It is anticipated that between 4 and 40 new points will need to be installed every 3 months until 2030.
An emission based parking policy was launched in 2019.	LBCO	Low	Low	Ongoing	Low	Policy aims to reduce the damaging impacts of air pollution and encourage residents to help reduce harmful emissions in the borough.
Green and blue infrastructure						

Greening our Neighbourhoods						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Status
From 2018 to 2021, 2299 trees have been planted, at a total cost of £936K. The council target is a total of 3500 by 2022. The council participated in and launched the Trees for Streets initiative, enabling residents to sponsor a street tree in their neighbourhood or park.	LBCO, R, Local Councillors (LC)	Low	Low	Ongoing	Medium	Over £350K of this was funded by the council, with the additional £584K funded through external grants.
Council officers have collaboratively developed a draft parks and greenspaces strategy (2022-25) to set out how green infrastructure can support carbon reduction, climate change mitigation and adaptation and the ecological emergency.	LBCO, Friends of Parks Groups (FoPG), R, Council Partners (CP)	Low	Low	2022-2025	Low	Strategy delivery will form part of the council's ongoing commitment to green spaces. Strategy for review/ approval at Cabinet – 7 February 2022.
Council officers are developing the new Croydon Air Quality Action Plan for publication in 2022. (Subject to statutory requirements including around consultation, publication and development.)	LBCO	Low	Low	Ongoing	Medium	This will set out and establish how the council plans to work with partners and local communities to improve air quality in Croydon.
Council officers are undertaking Croydon Local Plan Review, due for publication in 2023.	LBCO, R	Medium	Medium	2023	Medium	
Council officers are developing the new Croydon Fleet Strategy for publication in 2022.	LBCO	Low	Medium	2022	Medium	This will set out and establish how the council is upgrading plant and fleet in line with legislation.
From 2018/19 to 2021/22, over £2.6M was spent on flood alleviation works and accompanied mitigation and adaptive measures.	LBCO, LC, LB, R	Low	Medium	Ongoing	Medium	Of the £2.6M, £820K is for 2021/22. As environmental pressures increase, so will the cost of adaptive measures.

Getting People and Businesses Involved						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Status
Develop a positive Croydon-wide campaign						
As part of their leadership role, the council has sought to engage key stakeholders to understand how they are planning to contribute towards the borough's carbon neutrality target. Through securing pledges, this can drive collaborative and measurable Croydon-based action.	LBCO, LB, Anchor Organisations (AO)	Enabling activity	Low	Ongoing	Low	Stakeholders engaged have been schools, local businesses, delivery partners and major council contractors.
Promote action at scale						

Getting People and Businesses Involved

Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Status
In 2020/21, the council spent £37,633 on lighting replacement, and £476,243 on boiler replacement within Croydon schools. This is part of an ongoing effort reduce emissions of our education estate.	LBCO, EP	Low	Medium	Complete	Medium	
The council will propose, subject to financial viability, the launch of the 'Sustainable Croydon Fund' – an annual £500K grant funding scheme split evenly between a grassroots grant allocation and a seed funding allocation – to enable delivery of local initiatives that support climate change and carbon reduction.	LBCO, R, Community Organisations (CO)	Low	Medium	Ongoing	Medium	CIL Local Meaningful Proportion funding has been sought for 2022/23 and 2023/24, however the application still requires final approval through internal governance procedures.

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Moving Forward

There is much work to be done across Croydon between now and 2030 to achieve our target. This document, specifically the actions and ambitions laid out in the table below, outline an initial roadmap with timeframes for all stakeholders involved. This set of actions will evolve over time as we make progress on actions, resources increase and the relevant science and technology develops, but provides the council and all stakeholders involved a method by which we can start to monitor actions and demonstrate accountability. As with the previous table, this one is set out to reflect the 5 priority areas and the collective action groups as created by the Commission.

Getting the Groundwork Right						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Context & <u>Key Risk(s)</u>
Establish oversight and accountability						
Create a senior-level, programme manager with cross-Council responsibility – the Carbon Neutral Programme Manager (CNPM).	LBC Corporate Management Team (CMT)	Enabling activity	Low	Summer 2022	Medium	This is a first step towards establishing a Climate Emergency Team. <u>Long-term funding commitment.</u>
Incorporate carbon neutral targets, adaptation and mitigation strategies into existing governance processes and frameworks of the Council.	LBCO, CMT, CM	Low	High	1-2 years	Low	
Define, seek approval and then establish the external forum/ alliance of partners made up of stakeholder representatives from diverse groups across the borough to engage on progress being made towards carbon neutrality by 2030.	LBCO, R, CO, LB, CM and AO, EP	Enabling activity	Medium	Summer 2022	Low	Scope and purpose of the forum will be set out and reported to members for further consideration and approval. <u>CNPM needs to be in post.</u>
Rebuild trust with residents, community groups, trade unions and businesses						
Annual community events to increase accountability amongst key stakeholders.	LBCO, R, CO, AO, LB	Enabling activity	Low	Autumn 2022	Low	<u>CNPM needs to be in post.</u>
Include a borough-wide communications and engagement focusing on positive environmental behaviours within overall council strategy for carbon neutrality.	LBCO, R, CO, AO, LB	Enabling activity	Low	Spring 2022	Low	To be part of ongoing regular communications w/ stakeholder groups to drive the Sustainable Croydon Campaign. <u>Communications officer resource.</u>
Tackle climate change adaptation risks across the borough						
Undertake a thorough assessment of the current landscape for climate adaptation in Croydon. To also include a climate change risk assessment to understand current level of risk and vulnerabilities and develop climate adaptation pathways in Croydon.	LBCO, R, External Expertise (EE)	Low	High	1-2 years	Medium	To examine how risks will evolve in future and distinguish actions within the council's direct control and actions that require national support. <u>Financial commitment, LBCO expertise.</u>
Establish measures to chart the Council's progress against a clear and well-defined baseline position						

Getting the Groundwork Right						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Context & <u>Key Risk(s)</u>
Establish a clear baseline for CO ₂ emissions in the borough and prepare a roadmap of required actions to meet the 2030 carbon neutral target. As part of the commission, a set of simple, understandable measures of success and accountability indicators to chart progress against targets will be developed.	LBCO, AO, EE, LB	Enabling activity	Medium	2022	Medium	This should be made publicly available and regularly published in the interests of transparency. The measures of success should take into account complex factors such as inequality. <u>LBCO expertise, external organisation input.</u>
Embed carbon reduction and climate adaptation in all the activities and strategies of the Council and its key partners						
Conduct a review of council policies and strategies to ensure that both climate adaptation and emissions mitigation are embedded where appropriate. Develop a plan of action with a clear timeline to embed these actions across all relevant policies and strategies to the extent that this is permissible by law.	LBCO, CMT, CM	Low	Medium	2022	Low	Many policies and strategies of the Council are governed by statutory parameters and statutory guidance and the Council must adhere to those in formulating any suggestions in this regard or in undertaking any reviews of such policies or strategies. The Council also has a policy framework of strategies, plans and policies which may only be revised or updated by Full Council. <u>CNPM needs to be in post, other LBCO capacity.</u>
Conduct a review of processes guiding the council's involvement with external partners as part of the journey towards the 2030 carbon neutral target.	LBCO, AO, LB	Medium	Medium	2022	Medium	Procurement processes should ensure the council encourages and embeds measures of success into agreements, such as retrofit activity. <u>CNPM needs to be in post, LBCO expertise and capacity.</u>

Driving a Green Economic Recovery						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Context & <u>Key Risk(s)</u>
Promote green jobs and skills						
Develop a medium-term plan to identify future good quality, green jobs in the borough and what skills are needed by local people to access them.	LBCO, EP, LB	Low	Medium	1-2 years	Medium	<u>LBCO capacity</u>
Review how the council can best support Croydon Works and local colleges in order to assist more people into training and the green jobs market. Includes engaging local businesses to identify skill needs and gaps.	LBCO, EP, LB, R, AO	Enabling activity	Medium	Ongoing	Medium	Ensure there are accessible routes into retraining/upskilling pathways. This is increasingly relevant for people working in decarbonising sectors. <u>LBCO capacity, external organisation input.</u>

Driving a Green Economic Recovery						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Context & <u>Key Risk(s)</u>
Work with unions to ensure new green jobs are good quality and able to provide stable, well-paid and rewarding work.	LBCO, EP, LB, Unions (U)	Enabling activity	Medium	Ongoing	Low	<u>LBCO capacity</u>
Strengthen the local and foundational economy						
Promote easily accessible support for businesses looking to become 'greener'.	LBCO, LB, LC	Enabling activity	Low	Ongoing	Low	<u>LBCO capacity</u>
Explore mechanisms to encourage businesses to commit to a London Living Wage.	LBCO, LB, AO U	Low	Medium	Ongoing	Low	A community wealth-building approach that can support a green economy, will require buy-in from local stakeholders/ employers. <u>LBCO capacity, external organisation input</u>
Strengthen the circular economy						
Continue drive towards a circular economy, opening economic and public opportunities.	LBCO, LB, AO, R	Medium	Medium	Ongoing	Low	Focus on waste/ pollution management, re-use of materials and the regeneration of natural systems. <u>LBCO expertise, external organisation input.</u>

Greening our Neighbourhoods						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Context & <u>Key Risk(s)</u>
Increase renewable energy production						
Build on feasibility work already undertaken and conduct an assessment of potential renewable energy generation sites across the borough.	LBCO, EE, R, AO	Enabling activity	High	1-2 years	Medium	Use feasibility to consider target of increasing renewable energy generation by 10% a year in Croydon. <u>CNPM needs to be in post, LBCO expertise and external organisation input.</u>
Conduct an assessment of delivery models to achieve the renewable energy target.	LBCO, EE, CO	Enabling activity	High	1-2 years	Medium	Such as supporting community renewable installations or power purchasing arrangements. <u>CNPM needs to be in post, LBCO expertise and external organisation input.</u>
Develop a pipeline of retrofit projects						
Conduct a detailed housing stock retrofit needs analysis.	LBCO, R	Enabling activity	Low	1 year	Low	Analysis underway and results due in 2022. <u>Training to meet legislative standards required.</u>

Greening our Neighbourhoods						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Context & <u>Key Risk(s)</u>
Accelerate decarbonisation of social housing. The Council has 16,000 housing assets and improvements to energy efficiency will be done via retrofitting when appropriate and possible. Further detail will be available in the HRA Business Plan due in March 2022.	CMT, LBCO, CO	High	High	Ongoing	High	Pilot projects have been identified as part of ongoing Housing service delivery. Focusing on badly insulated homes of fuel poor tenants. Suitable for Social Housing Decarbonisation Funding (plus other funding). Review of bid requirements underway. Pilot timescale c.3 years. Leading onto rolling programme of retrofit projects starting with the lowest performing homes.
Engage with businesses around commercial building retrofit. Engage with residents' association and private owners of apartments around communal retrofits.	LBCO, LB, R	High	Medium	1 year	Low	Tenant engagement will be central to the pilot projects. Wider engagement will also take place. The projects will provide the opportunity to learn from other providers who are ahead of Croydon on finding cost effective solutions. Outcomes can be shared with the wider stakeholder groups.
Assess the ability for development of area-based retrofit, such as community heat networks, neighbourhood retrofits, and specific support to sheltered housing facilities.	LBCO, R	Medium	Medium	1-5 years	Medium	All carbon reduction technologies are under review as part of the pilot project scoping exercise. The swiftest and most cost effective will be prioritised first. Taking a 'fabric first, worst first – lower complexity, higher volume' approach.
Establish a pipeline, with Council partners, for the retrofitting of public buildings in Croydon.	CMT, LBCO, CO, AO	Medium	Medium	1-5 years	Medium	<u>Financial commitment, LBCO capacity.</u>
Develop local retrofit delivery capacity						
Support creation of a resource for private retrofit advice.	LBCO, SLP	Enabling activity	Low	1-2 years	Low	South London Partnership exploring opportunity to create this resource.
Croydon Local Plan						
Implement Croydon's Local Plan policies, inclusive of new policies forthcoming as part of the ongoing Local Plan Review, which enable development that delivers improved active/ public transport connections and green infrastructure and sustainable design of new buildings.	LBCO, TfL, R, AO, DfT	High	High	Ongoing to 2030	Medium	<u>LBCO capacity, external organisation input</u>
Promote public transport and active travel to become the natural first choice						
Improve and extend cycle routes and green corridors to connect all of Croydon. Increase access to cycle storage across the borough.	LBCO, TfL, DfT, R, LB, LC	Medium	Medium	Ongoing to 2030	Medium	<u>Funding for delivery dependent on TfL Local Implementation Plan allocation yet to be confirmed.</u>

Greening our Neighbourhoods						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Context & <u>Key Risk(s)</u>
Subject to statutory requirements, consider the development and piloting of approaches to reducing traffic in every ward, but particularly those with poor air quality.	LBCO, TfL, DfT, R, LB, LC	Medium	Medium	1-3 years	Medium	Statutory parameters must be adhered to including in relation to any consultation, notification and publication duties. Lessons learnt must be utilised. <u>Funding for delivery dependent on TFL Local Implementation Plan allocation yet to be confirmed</u>
Bus Priority projects. These were previously funded collaboratively by TfL and Croydon Council.	LBCO, TfL, DfT, R, LB, LC	Medium	Medium	Ongoing to 2030	Medium	<u>Funding for delivery dependent on TFL Local Implementation Plan allocation yet to be confirmed</u>
Subject to compliance with statutory requirements, consider extending the programme to reduce traffic and improve air quality near schools. Run an awareness campaign in conjunction with this.	LBCO, TfL, DfT, R, LB, LC	Medium	Medium	Ongoing	Low	
Introduce measures aimed at a reduction in car usage, which may include park-and-ride schemes, car clubs and lobbying for expansion of the ultra-low emission zone.	LBCO, TfL, DfT, R, LB, LC	Medium	Medium	Ongoing	Medium	Indicators of success would be an overall reduction in car ownership, within the borough. Statutory parameters must be adhered to including in relation to any consultation, notification and publication duties. Lessons learnt must be utilised.
Provide the infrastructure to enable the use of electric cars						
Increase access to electric car hire hubs.	LBCO, TfL, DfT, Car Clubs, CPOs	Medium	Medium	Ongoing to 2035	Low	Subject to compliance with various statutory requirements. This should include access to cars and vans. <u>Dependent on external funding success.</u>
Increase access to public charging points, including rapid charging points, in order to increase uptake.	LBCO, TfL, DfT, CPOs	Medium	Low	Ongoing to 2030	Medium	Subject to compliance with various statutory requirements.
Green and blue infrastructure						
Establish ambitious, collaborative tree planting targets. Inclusive of Schools Tree Planting Drive, the Trees for Streets programme and other initiatives.	LBCO, EP, R, CO, AO	Low	Low	Ongoing	Medium	<u>Dependent on external funding success.</u>
Complete strategic ambitions set out in the draft Parks and Green Spaces Renewal Strategy 2022-25.	LBCO, R, CO, LC, CM	Low	Medium	Medium	Medium	This includes a proposed Biodiversity Action Plan and a full Green Infrastructure Strategy from 2025.

Getting People and Businesses Involved						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Context & <u>Key Risk(s)</u>
Develop a positive Croydon-wide campaign						
Develop and launch a council-led, borough-wide communications and engagement strategy for the carbon neutral transition. To include, national campaigns, sharing best practice, celebrating achievements and methods for local action.	LBCO, CM, LC, CMT, R, LB, AO	Low	Low	Ongoing	Medium	Regular communication must show that Croydon Council is serious about dealing with the climate crisis. Such as, Croydon Green Business Awards. <u>CNPM needs to be in post, LBCO capacity and external organisation input.</u>
Subject to funding availability, support local innovation through seed-funding grants.	LBCO, R, CO	Low	Low	Ongoing	Medium	<u>Dependent on confirmation of CIL funding.</u>
Promote action at scale						
Develop a campaign to reduce schools' emissions by 2025, with the aim of becoming 'eco-schools'.	LBCO, EP, R	Medium	Medium	2022	Medium	<u>CNPM needs to be in post, LBCO capacity and external organisation input.</u>
Consider the implications of piloting social value leases on Council-owned assets and the possibility of incentivising the creation of social, local economic and environmental outcomes through a reduction in rent.	LBCO, CMT, AO, LB	Low	Low	1-3 years	Medium	<u>CNPM needs to be in post, and external organisation input.</u> Any such proposals would need to be in accordance with facilities management policies and strategies, have appropriate budget availability and give due consideration to the financial implications of any proposals to reduce rental on the Council's financial position.

Achieving the Scale of Change						
Actions	Key Stakeholders	Carbon Impact	Complexity	Delivery Timescales	Resource Requirement	Context & <u>Key Risk(s)</u>
Lobbying the GLA, TfL, and national government						
Lobbying focus on provision of appropriate long-term funding to support delivery of climate adaptation and carbon neutral target ambitions.	LBCO, CMT, CM, AO	Enabling activity	Medium	Ongoing	Medium	<u>CNPM needs to be in post, LBCO capacity and external organisation input.</u>
Lobbying to ensure forthcoming regulation and funding opportunities support the ambition for a fair, green recovery.	LBCO, CMT, CM, AO	Enabling activity	Medium	Ongoing	Medium	Such as, provision of affordable public transport for economically disadvantaged. <u>CNPM needs to be in post and LBCO capacity.</u>