

APPENDIX 2

Theme	Goal	Code	Action	Updated Wording for Action	Status	Phase of Action	Lead Cabinet Member	Director	Work Completed in 2021/22	Work Completed in 2022/23	Previous Milestone
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	New/Existing	The phase the action is in: R&D / Engagement / Implementation / Completed / Closed	Councillor responsible for action	Director accountable for action	The work that has been completed to date on this action	The work that has been completed to date on this action	The key milestone(s) that are approaching for this action
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing and new buildings	A.1.i	Define options for energy performance standards, Energy Use Intensity targets and policy response to update the Building Regulations 2022	Define options for new planning policy that require better energy performance using energy consumption methodologies through the Early Review of the Southwark Plan	Existing	Research & Design	Cllr Dennis	Stephen Platts	Preparation and adoption of Southwark Plan Policy P70 (Energy).	Implementation of policies through the development management planning process.	Conduct the early review of the Southwark Plan energy policies in relation to energy performance standards.
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing and new buildings	A.1.ii	Review planning policy to support the retrofitting of heritage buildings to reduce carbon emissions	Review and update planning policy and guidance to support the retrofitting of heritage buildings to reduce carbon emissions	Existing	Research & Design	Cllr Dennis	Stephen Platts	Adopted Heritage Supplementary Planning Document (SPD) with guidance on retrofitting.	Preparation of Climate Change SPD is underway.	Update website with guidance for residents and applicants prior to submitting planning applications and provide guidance to council officers. Draft Climate Change SPD to be adopted.
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing and new buildings	A.1.iii	Embed building technologies such as green roofs, facades and cool roofs to reduce carbon emissions and improve biodiversity and local air quality		Existing	Research & Design	Cllr Dennis	Stephen Platts	Preparation and adoption of Southwark Plan Policy P59 (Green Infrastructure), P50 (Biodiversity) and P65 (Improving Air Quality). Scoping work of Early Review of Southwark Plan underway.	Implementation of policies through the development management planning process.	Conduct the early review of the Southwark Plan in the context of climate change mitigation and adaptation through environmental policy such as green infrastructure, biodiversity and air quality.

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A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing and new buildings	A.1.i	Define options for energy performance standards, Energy Use Intensity targets and policy response to update the Building Regulations 2022	Define options for new planning policy that require better energy performance using energy consumption methodologies through the Early Review of the Southwark Plan	Conduct the Early Review of the Southwark Plan retrofit policies and ensure they align with the net carbon zero target by 2030.	Complete the early review of the Southwark Plan energy policies and ensure they align with the net carbon zero target by 2030.	Formal consultation on the Early Review of the Southwark Plan retrofit policies and ensure they align with the net carbon zero target by 2030.	TBC 2024	Jan to March 2025	Resource Timeline	Low
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing and new buildings	A.1.ii	Review planning policy to support the retrofitting of heritage buildings to reduce carbon emissions	Review and update planning policy and guidance to support the retrofitting of heritage buildings to reduce carbon emissions	Update website with guidance for residents and applicants, prior to submitting planning applications and provide guidance to council officers. Draft Climate Change SPD to be prepared. Conduct the Early Review of the Southwark Plan retrofit policies and ensure they align with the net carbon zero target by 2030. Add guidance in Householder SPD.	Climate Change SPD to go to consultation and then adoption.	Climate Change SPD to go to consultation and then adoption. Formal consultation on the early review of the Southwark Plan retrofit policies and ensure they align with the net carbon zero target by 2030.	2023	2024 for SPDs 2025 for Early Review	Resource Timeline	Low
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing and new buildings	A.1.iii	Embed building technologies such as green roofs, facades and cool roofs to reduce carbon emissions and improve biodiversity and local air quality		Conduct the Early Review of the Southwark Plan in the context of climate change mitigation and adaptation through environmental policy such as green infrastructure, biodiversity and air quality. Draft Climate Change SPD to be prepared.	Complete the early review of the Southwark Plan in the context of climate change adaptation, biodiversity and air quality.	Climate Change SPD to go to consultation and then adoption. Formal consultation on the Early Review of the Southwark Plan in the context of climate change adaptation, biodiversity and air quality.	TBC 2024	2024 for SPD 2025 for Early Review	Resource Timeline	Low

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A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing and new buildings	A.1.i	Define options for energy performance standards, Energy Use Intensity targets and policy response to update the Building Regulations 2022	Define options for new planning policy that require better energy performance using energy consumption methodologies through the Early Review of the Southwark Plan	Yes	Enabling	
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing and new buildings	A.1.ii	Review planning policy to support the retrofitting of heritage buildings to reduce carbon emissions	Review and update planning policy and guidance to support the retrofitting of heritage buildings to reduce carbon emissions	Yes	Enabling	
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	1. Policy is used to improve energy efficiency standards in existing and new buildings	A.1.iii	Embed building technologies such as green roofs, facades and cool roofs to reduce carbon emissions and improve biodiversity and local air quality		Yes	Enabling	

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A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.i	Assess options in the early review of the Southwark Plan for encouraging the use of recycled materials in new development as a means of reducing the embodied carbon of new builds	Adopt new planning policy in the early review of the Southwark Plan for encouraging the use of recycled materials in new development as a means of reducing the embodied carbon of new development	Existing	Research & Design	Clr Dennis	Stephen Platts	Preparation and adoption of Southwark Plan Policy P61 (Reducing Waste). Scoping work of Early Review of Southwark Plan is underway.	Implementation of policies through the development management planning process.	Conduct the early review of Southwark Plan reducing waste policy (P61) in relation to recycled materials to reduce embodied carbon in new build development.
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.ii	Ensure compliance with planning policies for improved energy efficiency in all new build properties by creating standardised measuring frameworks	Improve energy efficiency in all new major development by adopting standardised measuring frameworks through new planning policy	Existing	Research & Design	Clr Dennis	Stephen Platts	GLA guidance on preparing energy statements has been monitored and the planning application validation checklist is up to date.	Evidence gathering and structure of the document prepared for consultation with officers and member briefing. The Southwark Plan was adopted in February 2022. The policies are being implemented in transitional arrangements and then gradually being adopted fully. Legal templates and monitoring systems are being introduced in order to report back on the implementation of the policies.	Assess measuring frameworks and when they can be used for new developments. Explore how these frameworks can be used to close the performance gap between consented, constructed and in use schemes in the Southwark Plan Early Review.
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.iv	Adopt a new Southwark carbon price to incentivise onsite carbon reduction in new development (This would form part of Carbon Offset Strategy)		New	Research & Design	Clr Dennis	Stephen Platts		Initial scoping work undertaken by Planning Policy Team. Viability testing is needed	

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A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.ii	Ensure compliance with planning policies for improved energy efficiency in all new build properties by creating standardised measuring frameworks	Improve energy efficiency in all new major development by adopting standardised measuring frameworks through new planning policy	Adopt new policy to ensure energy measuring frameworks can be used to close the performance gap between consented, constructed and in use schemes in the Early Review of the Southwark Plan	Consultation on any new / amended policy through Early Review of New Southwark Plan.	The updated Southwark Plan is adopted by council.	Consultation by 2023 - Missed milestone	Targeted for delivery in subsequent financial years	Technical (change in legislation) Resource Timeline	Low
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.iv	Adopt a new Southwark carbon price to incentivise onsite carbon reduction in new development (This would form part of Carbon Offset Strategy)		Agree timetable and route for adoption for new price.		Adoption of new Southwark Carbon Price.		Targeted for delivery in subsequent financial years		Low

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A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.i	Assess options in the early review of the Southwark Plan for encouraging the use of recycled materials in new development as a means of reducing the embodied carbon of new builds	Adopt new planning policy in the early review of the Southwark Plan for encouraging the use of recycled materials in new development as a means of reducing the embodied carbon of new development	Yes	Enabling	
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.ii	Ensure compliance with planning policies for improved energy efficiency in all new build properties by creating standardised measuring frameworks	Improve energy efficiency in all new major development by adopting standardised measuring frameworks through new planning policy	Yes	Enabling	The plan-writing and public consultation milestones for Actions A.2.ii and C.1.iii have been put back so that the timeframes are now consistent with the council's adopted Local Development Scheme (LDS) that was adopted by Cabinet on 18 October 2022.
A. Introduce stronger planning rules to make sure all new developments meet high green standards, in both construction and use	2. Introduce new stronger planning rules to make sure all new developments meet high green standards	A.2.iv	Adopt a new Southwark carbon price to incentivise onsite carbon reduction in new development (This would form part of Carbon Offset Strategy)		Yes	Enabling	

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B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.i	Highlight best practice and leading examples of decarbonised buildings		Existing	Engagement	Clr McAsh	Stephen Platts	Ongoing engagement with developers in Southwark, including through regeneration partnerships. Held an event and on-going conversations with Old Kent Road developers to introduce them to district heating, keep them up-to-date and ensure they are aware of the opportunities of district heating when designing a scheme.		A yearly review will be conducted to identify best practices and leading examples of decarbonised buildings which we can publish online.
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.ii	Launch a Southwark Green Finance initiative		Existing	Research & Design	Clr McAsh	Chris Page	New action, no work to date.	Scoping paper presented at Lead Member Briefing spring 2023. Feedback received on options to shape concept further. Updated paper with further options available in summer 2023.	Complete a scoping document to identify the objectives and initial steps of Southwark Green Finance initiative project.
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.v	Establish a free green homes advice service for homeowners to help make homes greener and lower carbon emissions		Existing	Implementation	Clr McAsh	Chris Page	Identified and contacted over 500 homes to inform residents they can access free funding to retrofit their home through the Southwark Council Healthy Homes Scheme and Warmer Homes Scheme.	Green Homes Advice service launched in partnership with London South Bank University's (LSBU) Energy Advice Centre in early 2023 for an initial trial period until July 2023. 30 pieces of advice given to residents as of March 2023.	Scope the key activities of the Green Homes Advice Service and launch service.

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B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.i	Highlight best practice and leading examples of decarbonised buildings		A yearly review will be conducted to identify best practice and leading examples of decarbonised buildings which we can publish online. Progress so far includes the identification of the buildings.	Yearly review for content.		2024		Resource	Low
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.ii	Launch a Southwark Green Finance initiative		Southwark Green Finance launches.	Scoping document complete and next steps identified.	Options approved.	2023 - Milestone Complete	2024 - New Milestone	Funding	High
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.v	Establish a free green homes advice service for homeowners to help make homes greener and lower carbon emissions		Confirm options for continued service beyond the trial period with London South Bank University.	Scoping document for Green Homes Advice Service created.	Number of residents given advice.	2023 - Milestone complete	2023 - New milestone	Funding	Medium

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B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.i	Highlight best practice and leading examples of decarbonised buildings		Yes	Enabling	
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.ii	Launch a Southwark Green Finance initiative		No	Enabling	
B. Buildings minimise their carbon emissions and maximise their energy efficiency	1. Guidance and support are made available to improve energy efficiency across the borough	B.1.v	Establish a free green homes advice service for homeowners to help make homes greener and lower carbon emissions		No	Enabling	

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B. Buildings minimise their carbon emissions and maximise their energy efficiency	2. Residents and businesses improve the energy efficiency of existing buildings	B.2.i	Through the Green Buildings Fund, allocate £2 million for internal capital projects that meet the eligibility criteria by 2024		Existing	Engagement	Cllr McAsh	Chris Page	Administration process of the fund has been completed, the Green Buildings Fund is now accepting applicants for capital projects that meet its criteria around carbon savings and seeking to disperse funds.	First internal council application has successfully secured £700k of funding through the Green Buildings Fund for the retrofit of 18 properties on the Tustin Estate.	Begin to allocate and disperse funds for projects Open the fund to external applicants
B. Buildings minimise their carbon emissions and maximise their energy efficiency	2. Residents and businesses improve the energy efficiency of existing buildings	B.2.iv	Encourage private sector landlords to increase their EPCs to a B or C and enforce minimum energy efficiency standards in private rented sector properties with EPCs of F and below, or those that do not have an EPC		Existing	Implementation	Cllr Dixon-Fyle	Matt Clubb	Introduction of the Gold Standard Charter scheme which encourages landlords to raise their EPCs to a B or C. Enforcing minimum energy efficiency standards through the introduction of new licensing requirements which highlight the requirement for private rented sector properties to have an EPC of E or above.	Awaiting Secretary of State approval to roll out selective licensing scheme ~June 2023. Number of landlords signed up to the gold standard charter - 26 Gold Standard Charter applications have been received, 19 have been refused, 4 have been approved and 3 are being processed. Number of landlords confirmed compliant with minimum energy efficiency standards via licensing - 2,893. Number of successful enforcement actions taken where non-compliant - N/A .	Further roll out of selective licensing scheme to a total of 19 wards. The application is planned for early 2023 subject to approval from Secretary of State (Department for Levelling up, Housing and Communities).
C. Low-carbon technologies and practices are encouraged within the borough's buildings	1. Maximise the use of low-carbon technologies for new and existing homes	C.1.iii	Set policy and share best practice on installing non-gas heating systems in new non-domestic development that is not connected to SELCHP	Adopt new planning policy and guidance and share best practice on installing non-gas heating systems in new non-residential development that is not connected to the SELCHP District Heat Network	Existing	Research & Design	Cllr Dennis	Stephen Platts	New action, no work to date.	Ongoing preparation of the Old Kent Road Area Action Plan. Preparation of the Climate Change SPD. Updated content on planning website to signpost relevant information. Local Development Order (LDO) to be adopted ~June 2023.	Ensure the Old Kent Road Area Action Plan supports knowledge building for developers, and identify what guidance is in scope for a possible Climate Change SPD. Update content on planning website to signpost relevant information.

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B. Buildings minimise their carbon emissions and maximise their energy efficiency	2. Residents and businesses improve the energy efficiency of existing buildings	B.2.i	Through the Green Buildings Fund, allocate £2 million for internal capital projects that meet the eligibility criteria by 2024		Continue to allocate and disperse funds for council projects. Open the fund to external applicants.	Allocate £2 million in funding for Southwark Council capital projects that meet the criteria of the Green Buildings Fund by 2024.		2024		Timeline (difficulty identifying projects that meet funding criteria)	High (£2m)
B. Buildings minimise their carbon emissions and maximise their energy efficiency	2. Residents and businesses improve the energy efficiency of existing buildings	B.2.iv	Encourage private sector landlords to increase their EPCs to a B or C and enforce minimum energy efficiency standards in private rented sector properties with EPCs of F and below, or those that do not have an EPC		Updated milestones to be agreed once Secretary of State approval received. This will be reported in the 2023/24 annual report.	KPI targets will shortly be set for the following milestones: Number of landlords signed up to the gold standard charter. Number of landlords confirmed compliant with minimum energy efficiency standards via licensing. Number of successful enforcement actions taken where non-compliant.		2023		Technical (landlords not signing up to the Gold Standard Charter) Resource (difficulties hiring qualified staff)	Low
C. Low-carbon technologies and practices are encouraged within the borough's buildings	1. Maximise the use of low-carbon technologies for new and existing homes	C.1.iii	Set policy and share best practice on installing non-gas heating systems in new non-domestic development that is not connected to SELCHP	Adopt new planning policy and guidance and share best practice on installing non-gas heating systems in new non-residential development that is not connected to the SELCHP District Heat Network	Ensure the Old Kent Road Area Action Plan supports knowledge building for developers. Prepare guidance in Climate Change SPD. Update content on planning website to signpost relevant information. Local Development Order (LDO) adopted June 2023.	Relevant content to be included in Climate Change and Environment Supplementary Planning Document and Old Kent Road Area Action Plan. Website updated.	Adopt relevant guidance in the Climate Change SPD and new policy in Old Kent Road Area Action Plan. Website updated.	Climate Change SPD adoption 2023 Old Kent Road Area Action Plan adoption 2024 Website updated 2022 Part missed milestone website update	Adoption of SPD 2024. Formal consultation on Old Kent Road Area Action Plan 2023. Adoption date to be confirmed. Website updated 2023.	Resource Timeline	Low

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B. Buildings minimise their carbon emissions and maximise their energy efficiency	2. Residents and businesses improve the energy efficiency of existing buildings	B.2.i	Through the Green Buildings Fund, allocate £2 million for internal capital projects that meet the eligibility criteria by 2024		Yes	Direct	
B. Buildings minimise their carbon emissions and maximise their energy efficiency	2. Residents and businesses improve the energy efficiency of existing buildings	B.2.iv	Encourage private sector landlords to increase their EPCs to a B or C and enforce minimum energy efficiency standards in private rented sector properties with EPCs of F and below, or those that do not have an EPC		Yes	Direct	
C. Low-carbon technologies and practices are encouraged within the borough's buildings	1. Maximise the use of low-carbon technologies for new and existing homes	C.1.iii	Set policy and share best practice on installing non-gas heating systems in new non-domestic development that is not connected to SELCHP	Adopt new planning policy and guidance and share best practice on installing non-gas heating systems in new non-residential development that is not connected to the SELCHP District Heat Network	Partially (with additional resource from Old Kent Road team)	Enabling	The plan-writing and public consultation milestones for Actions A.2.ii and C.1.iii have been put back so that the timeframes are now consistent with the council's adopted Local Development Scheme (LDS) that was adopted by Cabinet on 18 October 2022.

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C. Low-carbon technologies and practices are encouraged within the borough's buildings	1. Maximise the use of low-carbon technologies for new and existing homes	C.1.v	Develop an advocacy campaign calling on national government to provide increased investment in green homes, including changes in taxation (e.g. VAT) to make retrofit more affordable		Existing	Research & Design	Cllr McAsh	Stephen Gaskell	No work to date.		Climate Change and Policy Team to research and develop an active advocacy campaign around Green Homes Investment Funds, which will be online before the end of 2023.
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.i	Carry out energy audits on the largest energy consuming properties in the council's operational portfolio to tailor support and improvements		Existing	Complete	Cllr Cryan	Doreen Forrester-Brown.	A review of all Display Energy Certificate (DEC) ratings for the key operational buildings has been carried out. This audit has been used to inform the targeted carbon reduction works carried out as part of the Public Sector Decarbonisation Scheme delivery and DEC improvement plans in place for all key operational buildings.		Action is now complete.
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.ii	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 1, feasibility studies		Existing	Research & Design	Cllr Cryan	Doreen Forrester-Brown.	Initial work on feasibility assessments for projects totalling approximately £8.7m have begun.	Initial work on feasibility assessments for projects totalling £3.5m began in December 2022.	Completion of feasibility studies.
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.iii	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 2, funding		Existing	Implementation	Cllr Cryan	Doreen Forrester-Brown.	Applied for around £4.8m funding from the councils Climate Capital Fund to retrofit 5 library sites and 3 children's centres.	Work has started on retrofit measures in Peckham Library and Kingswood Library. £4.8m has been allocated to decarbonising corporate facilities management buildings. An exercise has been completed to identify worst performing buildings. A gateway report will outline how to prioritise buildings accordingly taking into consideration energy performance and estate strategy.	Funding to be confirmed and project started.

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Theme	Goal	Code	Action	Updated Wording for Action	New Milestone where required	Previous KPI	New KPI where required	Planned Date for Milestone Completion	New Date for Milestone Completion where required	Major Risks to Milestone	Estimated Cost of Milestone
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	The key milestone(s) that are approaching for this action	How progress will be measured against the upcoming milestone(s)	How progress will be measured against the upcoming milestone(s)	When will the milestone(s) be complete	When will the milestone(s) be complete	The major risk(s) to the milestone(s) being completed	The cost of completing the upcoming milestone Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m
C. Low-carbon technologies and practices are encouraged within the borough's buildings	1. Maximise the use of low-carbon technologies for new and existing homes	C.1.v	Develop an advocacy campaign calling on national government to provide increased investment in green homes, including changes in taxation (e.g. VAT) to make retrofit more affordable			Launch of advocacy campaign.		2023		Resource	Low
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.i	Carry out energy audits on the largest energy consuming properties in the council's operational portfolio to tailor support and improvements								n/a
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.ii	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 1, feasibility studies			Feasibility study complete.		2022 - Missed milestone	2023 - New Milestone	No major risks identified	Low
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.iii	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 2, funding		Priority works identified thorough gateway report.	Funding confirmed.	Priority works agreed.	2022 - Milestone complete	2023 - New Milestone	Funding (not confirmed)	Low

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C. Low-carbon technologies and practices are encouraged within the borough's buildings	1. Maximise the use of low-carbon technologies for new and existing homes	C.1.v	Develop an advocacy campaign calling on national government to provide increased investment in green homes, including changes in taxation (e.g. VAT) to make retrofit more affordable		Yes	Enabling	
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.i	Carry out energy audits on the largest energy consuming properties in the council's operational portfolio to tailor support and improvements		Yes	Enabling	
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.ii	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 1, feasibility studies		Yes	Enabling	Resource and procurement delays have resulted in feasibility studies commencing later than planned.
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.iii	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 2, funding		Yes	Enabling	

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D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.iv	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 3 proposed & current works		Existing	Implementation	Cllr Cryan	Doreen Forrester-Brown.	Retrofit work totalling approximately £5m has been completed. This has delivered: <ul style="list-style-type: none"> > Nine sites with air source heat pumps > four sites have had LEDs installed > nine sites have been fitted with solar PV > three sites have received glazing improvements > one site has had insulation upgraded 	Nine non-residential buildings in the operational estate have air source heat pumps to date.	Depending on the outcome of feasibility assessments, projects totalling approximately £8.7m are predicted to be delivered over 2023-24 across 22 sites. This is expected to deliver: <ul style="list-style-type: none"> > twelve air source heat pump schemes > fifteen LED installation schemes > six Solar PV schemes > additional fabric improvement works (which includes two schools)
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.v	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 1, feasibility studies		Existing	Research & Design	Cllr Ali	Stephen Platts	£25k funding secured for feasibility studies.	Scoping work has taken place to fit an air source heat pump at Tower Bridge Primary School.	£25k to be spent on gaining Display Energy Certificates to Council Schools, this will inform which schools need retrofitting.
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.vi	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 2, funding bids		Existing	Implementation	Cllr Ali	Stephen Platts	Secured £1.1m in funding to install heat pumps and improve insulation at Crampton and Brunswick schools which will act as a pilot for other schools. Funding bid completed for £25k for collection of outstanding Display Energy Certificates to Council Schools.	Bid submitted to the Low Carbon Skills Fund.	No further work planned at this time.

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D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.iv	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 3 proposed & current works			Feasibility studies complete and projects started.		2024		Project management and delivery resources	High (work programme valued at approximately £8.7m)
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.v	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 1, feasibility studies			Display Energy Certificates obtained.	Display Energy Certificates obtained. Await outcome of funding bid to Low Carbon Skills Fund.	2022 - Milestone Complete	2023	Funding (not confirmed)	Low (£25k)
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.vi	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 2, funding bids		Await outcome of Low Carbon Skills Fund bid.		Successful funding application.		2023 - New milestone		Low

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D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.iv	Prioritise energy efficiency improvements and maximise funding for the worst-performing operational council buildings - phase 3 proposed & current works		Partially	Direct	
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.v	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 1, feasibility studies		No (outcome of bid to be confirmed)	Enabling	
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.vi	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 2, funding bids		N/A	Enabling	

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D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.vii	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 3 proposed & current works		Existing	Engagement	Cllr Ali	Stephen Platts	Funding allocated to install air source heat pumps and improve building fabric to reduce heat loss at Brunswick Park Primary School Sports hall and Crampton Primary Schools.	Project brief prepared for works to be undertaken.	Internal council approval for procurement strategy for works and services needs to be gained
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.viii	Maximise the opportunity from insourcing Southwark's leisure centres to improve energy efficiency and reduce operational carbon emissions		New	Research & Design	Cllr Rose			A Public Sector Decarbonisation Scheme bid was submitted in October 2022 for £4.5m. The bid was unsuccessful, however, initial feasibility work that was conducted has formed a strong basis for continued works to decarbonise leisure centres as they are moved in house.	
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.viii	Install clearer, safer, greener LED street and estate lighting across the whole borough		Existing	Implementation	Cllr McAsh	Matt Clubb	As of March 2022 approximately 6000 luminaires have been replaced with LED luminaires.	As of March 2023, approximately 7900 luminaires have been replaced with LED luminaires. Additional funding allocated for LED programme to be rolled out to all parks and open spaces.	Completion of current capital LED programme.
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.ix	Halve the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030 - phase 1, data and baselining		Existing	Implementation	Cllr McAsh	Chris Page	Data has been collected that will enable us to measure the current emissions output of operational buildings and allow us to set a baseline to measure progress in future years.	Gas and electricity data consumption has been used to set a carbon baseline for 2021/22. This has allowed us to identify our most carbon intensive buildings across the operational estate.	Calculate baseline level of emissions from operational buildings. Set target emissions level for each year. Work with colleagues to achieve needed yearly reduction in conjunction with the Climate Change Action Plan.

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D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.vii	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 3 proposed & current works		Commission contractor and works underway.	Project approval granted.	Works start on site.	2022 - Milestone Complete	2024	Timelines Technical (lack of skills availability)	High (£1.1m)
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.viii	Maximise the opportunity from insourcing Southwark's leisure centres to improve energy efficiency and reduce operational carbon emissions		Complete further carbon feasibility assessments to determine priority energy efficiency works.		Programme of retrofit works for leisure centres developed.		2023	Funding Resource	High
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.viii	Install clearer, safer, greener LED street and estate lighting across the whole borough			11,000 luminaires replaced with LEDs.		2026		Technical (delays due to global material shortages)	High (£2.18m)
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.ix	Halve the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030 - phase 1, data and baselining		Set target emissions level for each year. Work with colleagues to achieve needed yearly reduction in conjunction with the Climate Change Action Plan.	Yearly targets set.	Brief colleagues on required emission reductions.	2022 - Complete milestone	2023 - New Milestone	No major risks identified	Low

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D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.vii	Prioritise energy efficiency improvements and maximise funding for the worst-performing council owned schools - phase 3 proposed & current works		Yes	Direct	
D. Decarbonise operational council buildings	1. Reduce energy demand and cut energy waste in operational council buildings	D.1.viii	Maximise the opportunity from insourcing Southwark's leisure centres to improve energy efficiency and reduce operational carbon emissions		No	Direct	
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.viii	Install clearer, safer, greener LED street and estate lighting across the whole borough		Yes	Direct	
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.ix	Halve the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030 - phase 1, data and baselining		Yes	Direct	

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D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.x	Halve the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030 - phase 2, buildings strategy.		New	Engagement	Cllr McAsh	Chris Page		Buildings and housing working group established internally to bring together key stakeholders for strategically approaching decarbonisation of council buildings.	
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.viii	Ensure all council buildings are moved to 100% renewable energy tariffs.		Existing	Implementation	Cllr McAsh	Chris Page	All electricity supply for council operational buildings is now from green tariffs.	All meters in buildings will be connected to a green tariff. Limited availability of green gas tariffs is a barrier to progressing this action.	Move all operational building gas across to green tariffs and move non-operational buildings to green electricity tariffs. This means all council energy supplies will be sourced from a green tariffs other than gas for council housing.
D. Decarbonise operational council buildings	3. Guidance and support given to schools and academies to improve energy efficiency and reduce waste	D.3.i	Launch a network of Southwark Let's Go Zero schools to get children and parents involved in action to tackle the climate emergency		Existing	Engagement	Cllr Ali	Chris Page	Letter circulated directly to all Southwark head teachers asking them to sign up to Ashden's Lets Go Zero Campaign, 9 schools have now signed up.	Let's Go Zero is underway, with scoping meeting and terms of reference agreed. 17 schools signed up to date. Terms of reference and membership agreed with schools with two meetings of the Schools Climate Action Network having taken place so far.	Initial scoping meeting to be set up to develop terms of reference for network, with schools already signed up to Lets Go Zero.
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.i	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 1, feasibility studies		Existing	Implementation	Cllr Merrill	David Hodgson	Two feasibility studies have been completed. Warmfront have identified properties needing roof insulation. Parity Projects have identified worst performing council homes and costed measures to improve these to EPC C.	We have been offered a £125k grant from the GLA to conduct detailed heat pump and overall heat network feasibility at the Brandon estate. This includes technical and economic business case development and capital grant application tasks.	No further work planned at this time.

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D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.x	Halve the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030 - phase 2, buildings strategy.		Publish council buildings decarbonisation strategy defining net zero pathway up to 2030.		Strategy approved.		2024 - New milestone	Resource	Low
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.viii	Ensure all council buildings are moved to 100% renewable energy tariffs.			All council buildings on green energy tariffs except council housing.		2023		Technical (International energy market volatility) Funding (costs set to rise again in April 2024)	Medium (~300k)
D. Decarbonise operational council buildings	3. Guidance and support given to schools and academies to improve energy efficiency and reduce waste	D.3.i	Launch a network of Southwark Let's Go Zero schools to get children and parents involved in action to tackle the climate emergency		Climate Action Schools Network to continue supporting schools in developing climate action plans and getting schools to sign up to Let's Go Zero.	Network to have terms of reference and membership confirmed and the first meeting held.	20 schools signed up to Let's Go Zero and Climate Action Schools meetings taking place every term.	2022 - Milestone Complete	2023 - New Milestone	Timeline Resource	Low
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.i	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 1, feasibility studies		Undertake feasibility studies for the Brandon Estate.	n/a	Brandon Estate feasibility assessments complete, expected July 2023		2023 - New Milestone		Medium

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D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.x	Halve the council's carbon emissions again by 2026, staying on track to cut emissions from the council's operations and vehicles to net-zero by 2030 - phase 2, buildings strategy.		No	Direct	
D. Decarbonise operational council buildings	2. Low-carbon technologies and practices in operational council buildings	D.2.viii	Ensure all council buildings are moved to 100% renewable energy tariffs.		Partially	Direct	
D. Decarbonise operational council buildings	3. Guidance and support given to schools and academies to improve energy efficiency and reduce waste	D.3.i	Launch a network of Southwark Let's Go Zero schools to get children and parents involved in action to tackle the climate emergency		No	Enabling	
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.i	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 1, feasibility studies		Yes	Enabling	

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E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.ii	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 2, funding bids		Existing	Implementation	Cllr Merrill	David Hodgson	Heat Network Efficiency Scheme - We applied for five separate grants that were successful.	<ul style="list-style-type: none"> > Successful bid submitted for Social Housing Decarbonisation Fund (SHDF) wave 2.1. Project not to be progressed due to match funding requirements (June 23 Update) > Grant funding secured from GLA to explore heat pump and network feasibility on the Brandon Estate. > Bid submitted for ECO4 and ECO+ funding that would fund a range of energy efficiency works including insulation 	Increase in dedicated staffing resource to apply for internal and external funding opportunities including Social Housing Decarbonisation Fund.
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.iii	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 3 proposed & current works		Existing	Implementation	Cllr Merrill	David Hodgson	<ul style="list-style-type: none"> > Upgrade to roof insulation in 190 properties, as identified by Warmfront study > Ongoing installation of condensing boilers to replace old inefficient appliances > Ongoing programme to replace old communal ventilation systems > Ongoing programme of installing intelligent LED Lighting 	Further work around solar panel installations has shown that a fabric first approach is needed to the properties where feasibility studies were conducted.	<p>Work will continue to complete roof insulation in all properties identified by Warmfront (additional 500).</p> <p>Window replacement project in street properties to receive £1m of funding through Climate Capital Fund.</p> <p>Further proposals will be made as part of the Social Housing Improvement Plan.</p>
E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2.i	Carry out initial feasibility and commercialisation assessments with the end goal of increasing the number of homes on the SELCHP network		Existing	Implementation	Cllr Merrill	David Hodgson	Veolia (with Southwark Council support) have secured £16m funding for extension of the heat network.		New heat network project will deliver low carbon affordable heat to over 3,000 Southwark homes on eleven estates and five schools.

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E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.ii	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 2, funding bids		Align homes decarbonisation with Social Housing Improvement Plan (formerly Asset Management strategy) to progress.	Submit bid for SHDF. Identify and bid on other sources of funding.	Publish Social Housing Improvement Plan including costed emissions reduction pathway. Identify and bid on other sources of funding and implement where funding received.	2022 for bids, activity also ongoing - Milestone Complete	2023 - New Milestone	Resource (limited resource to bid for funding)	Low
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.iii	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 3 proposed & current works			Complete roof insulation in properties identified by Warmfront. Complete window replacement project in street properties.	Complete roof insulation in properties identified by Warmfront. Complete window replacement project in street properties.	2022 - Missed Milestone	2024 - New Milestone	Timeline (delays to the Asset Management Strategy)	Very High (approximately £94m to bring up entire stock to EPC C)
E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2.i	Carry out initial feasibility and commercialisation assessments with the end goal of increasing the number of homes on the SELCHP network			Successful completion of commercialisation and contracts signed.		2023		Resource Technical (commercial agreement not being reached) Technical (resident legal challenge)	High (£16m)

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E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.ii	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 2, funding bids		Partially	Enabling	
E. Decarbonise council housing	1. Raise the energy efficiency of social housing with an EPC rating of D or lower	E.1.iii	Prioritise energy efficiency improvements and maximise funding for the worst-performing social housing properties - phase 3 proposed & current works		No	Direct	Further proposals will be made as part of the Social Housing Improvement Fund, pending agreement of resident engagement strategy including retrofit consultation.
E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2.i	Carry out initial feasibility and commercialisation assessments with the end goal of increasing the number of homes on the SELCHP network		Yes	Direct	

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E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2.ii	Replace gas as a heating source on the Consort, Newington and Wyndham housing estates		Existing	Implementation	Clr Merrill	David Hodgson	Heat pumps on site in three locations - Consort, Newington & Wyndham. Between these three sites, heat will be supplied to 2,175 properties. Consort & Wyndham are more than 95% complete and being commissioned currently.	Heat pumps have now been installed and commissioned in all three locations - Consort, Newington & Wyndham. Between these three sites, heat will be supplied to 2,175 properties.	Commissioning Newington heat pump. Confirming completion of Consort and Wyndham sites.
E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2.iii	Complete feasibility studies (with input from residents) which will allow every estate in the borough to design plans to move away from gas as an energy source		Strategy	Research & Design	Clr Merrill	David Hodgson	The council has identified its highest priority sites in need of investment and written these into the Heat Networks Strategy Paper.	The council has identified its highest priority sites in need of investment and written these into the Heat Networks Strategy Paper. One feasibility complete, two are underway.	Procurement of ten detailed feasibility studies to set the scope for upcoming major decarbonisation works at high priority estates. Southwark will be consulting with residents as part of the works process.
E. Decarbonise council housing	3. Make all of our future council home projects net zero	E.3.iii	Focus on pilot schemes for low carbon homes which can inform policy, including piloting Southwark's first 'PassivHaus' council homes		Existing	Implementation	Clr Dennis	Stuart Davis	Ann Moss way is being explored as a small pilot scheme and Tustin estate as a mid/large pilot scheme. Achieving passivhaus standard is currently under review, with initial work proving cost prohibitive.	Research and design has commenced to select an appropriate contractor to help embed Passivhaus principles into key stages of the construction process, such as handover and post-occupancy. Further work is ongoing to identify suitable schemes to trial Passivhaus principles.	Identify location, cost scheme and secure funding.
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.i	Double the number of cycle hangars in the borough to meet a target of 1000 by 2026		Existing	Implementation	Clr McAsh	Matt Clubb	Nearly 500 hangars have been completed as of June 2022.	626 cycle hangars in borough total.	Install 500 more hangars in the borough, doubling the amount of hangars to 1000 in total by 2026.

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E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2.ii	Replace gas as a heating source on the Consort, Newington and Wyndham housing estates		Final stages of Renewable Heat Incentive (RHI) funding registration.	Confirm the completion of all 3 sites.	Receipt of RHI Certificate for all 3 sites.	2022 - Milestone Complete	2023 - New Milestone	Timeline Technical (heat pumps not achieving performance specification)	High (project capital ~£8m)
E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2.iii	Complete feasibility studies (with input from residents) which will allow every estate in the borough to design plans to move away from gas as an energy source		Procurement of seven further detailed feasibility studies to set the scope for upcoming major decarbonisation works at high priority estates. Southwark will be consulting with residents as part of the works process.	Feasibility studies complete.		2022 - Missed Milestone	2023 - New Milestone	Resource	Medium (£200k)
E. Decarbonise council housing	3. Make all of our future council home projects net zero	E.3.iii	Focus on pilot schemes for low carbon homes which can inform policy, including piloting Southwark's first 'PassivHaus' council homes			First Passivhaus scheme delivered.		2026		Funding (inflationary build costs)	High
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.i	Double the number of cycle hangars in the borough to meet a target of 1000 by 2026		Install 374 more hangars in the borough, increasing the amount of hangars to 1000 in total by 2026.	500 hangars delivered in borough.		2026		Technical (delays due to supply chain shortages)	High (£1.28m)

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E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2.ii	Replace gas as a heating source on the Consort, Newington and Wyndham housing estates		Yes	Direct	
E. Decarbonise council housing	2. Replace gas with low-carbon heat technologies	E.2.iii	Complete feasibility studies (with input from residents) which will allow every estate in the borough to design plans to move away from gas as an energy source		Yes	Enabling	Procurement and resource limitation delayed start to early 2023.
E. Decarbonise council housing	3. Make all of our future council home projects net zero	E.3.iii	Focus on pilot schemes for low carbon homes which can inform policy, including piloting Southwark's first 'PassivHaus' council homes		Partially	Direct	
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.i	Double the number of cycle hangars in the borough to meet a target of 1000 by 2026		Yes	Direct	

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F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.ii	Assess feasibility of new locations to extend the cycling network		Existing	Engagement	Clr McAsh	Matt Clubb	Borough-wide consultation pre-pandemic on Commonplace to determine best locations for new cycle lanes.	Six new cycling feasibility projects approved by cabinet and completed. Two schemes to be brought forward based on current viability of the schemes.	Identify key locations for upcoming cycle schemes.
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.iii	Increase cycle network coverage across the borough		Existing	Implementation	Clr McAsh	Matt Clubb	7.25km cycle network increase since 2019.	1.264 km of segregated cycle lanes installed between April 2022 and March 2023. TfL funding approved for cycleway 35 and route 12 which are now in the design stage.	Increase signed cycle coverage by 7km.
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.iv	Provide free cycle training for residents, including for young people, those with disabilities and cargo bike training		Existing	Implementation	Clr McAsh	Matt Clubb	New action, no work to date.	Free cycle training offered to young people through schools and during school holidays in local parks. Cargo bike training and lessons for disabled cyclists are now available on request. Cycle training advertised on council website and via Cycle Confident.	Commission Cycle Confident for further trainings.
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.vi	Improve access to walking in the borough and actively promote this as a zero-carbon method of transport		Existing	Implementation	Clr McAsh	Chris Page	Pledge on equal pavements made. 27 new walking maps for schools. £1m allocated to progress this action.	~£500k of this funding is allocated to a Walworth walking project which is in the scoping and design stages.	Deliver the Equal Pavements Pledge, working with older people, those with disabilities and limited mobility to make sure Southwark's streets are accessible for everyone. Complete scoping exercise to determine where best this money could be spent.
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.vii	Highway design minimises emissions through low-carbon design		Existing	Implementation	Clr McAsh	Matt Clubb	Design options discussed with consultancy.	Initiated carbon working group to drive low carbon designs.	Develop carbon cost tool for use during design of schemes to put a carbon cost against design options.

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F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.ii	Assess feasibility of new locations to extend the cycling network		Consult on two new cycle schemes and get funding for a further feasibility on Borough Rd. Cycling Strategy refreshed. List of schemes approved by cabinet.		TfL funding for new schemes agreed. Refreshed Cycling Strategy signed off by Cabinet.	2022 - Milestone Complete	2023 - New Milestone	Funding	Low (£25k)
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.iii	Increase cycle network coverage across the borough			Increase signed cycle coverage by 7km.		2025		Funding	High
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.iv	Provide free cycle training for residents, including for young people, those with disabilities and cargo bike training		Cycle Confident have been commissioned until March 2024. Tender for new cycle training contract March 2024. Cycle training is in place and promoted.	Cycle training is in place and promoted.	Provide cycle training for 3000 children and adults.	2023 - Milestone complete	2024 - New Milestone	Resource Funding	Low
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.vi	Improve access to walking in the borough and actively promote this as a zero-carbon method of transport			Scoping exercise complete.		2026		Resource	£1m
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.vii	Highway design minimises emissions through low-carbon design		Implement PAS 2080 - standard for managing carbon in building and infrastructure, looking at whole value chain and carbon reduction through intelligent design, construction and use.	Approval of carbon cost tool.	Highways work begins to embed PAS 2080 and work towards accreditation	2022 - Milestone Complete	2024 - New Milestone	Funding	Medium (£200k)

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F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.ii	Assess feasibility of new locations to extend the cycling network		Yes	Enabling	
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.iii	Increase cycle network coverage across the borough		No	Direct	
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.iv	Provide free cycle training for residents, including for young people, those with disabilities and cargo bike training		No	Enabling	
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.vi	Improve access to walking in the borough and actively promote this as a zero-carbon method of transport		Yes	Direct	
F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.vii	Highway design minimises emissions through low-carbon design		No	Direct	

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F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.viii	Highways contractor minimises emissions through low-carbon construction practices		Existing	Implementation	Cllr McAsh	Matt Clubb	Conway has prepared 'carbon dashboard' of material use for highway schemes, to inform more sustainable options. Also includes building energy use and fleet fuel use.	Carbon baseline monitoring is now complete through the Conway carbon dashboard tool, looking at material use for highway schemes, to inform more sustainable options. Initiated early contractor involvement that considers how contractor plans to reduce operational carbon during construction phase.	Completion of carbon baseline monitoring.
G. Discourage the ownership and use of polluting private cars	1. EV infrastructure is improved across the borough to facilitate more electric vehicles on the road	G.1.i	Deliver 1,000 more electric vehicle charging points by 2026, so there are more in every neighbourhood		Existing	Implementation	Cllr McAsh	Matt Clubb	Installed to date: Rapid (TfL led) - 11 Fast - 17 Lamp post - 367	812 EV charging points installed as of March 2023.	Install 200 EV chargers.
G. Discourage the ownership and use of polluting private cars	1. EV infrastructure is improved across the borough to facilitate more electric vehicles on the road	G.1.ii	Implement a borough-wide strategy for EV infrastructure by 2023, including stakeholder needs (e.g. taxis)		Existing	Implementation	Cllr McAsh	Matt Clubb	Initial research into opportunity for extended EV charging facilities underway.	Consultant appointed to prepare EV Infrastructure Strategy.	EV Infrastructure strategy implemented.
G. Discourage the ownership and use of polluting private cars	2. Electric vehicles are actively incentivised to boost uptake	G.2.iv	Revise parking charges to discourage the use of polluting cars		Existing	Implementation	Cllr McAsh	Matt Clubb	New action, no work to date.	Benchmarking completed, briefing paper presented to cabinet member for consideration	Benchmark fees and charges with other London local authorities.
G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4.i	Pilot incentives for residents to give up their cars altogether		Existing	Not started	Cllr McAsh	Matt Clubb	New action, no work to date.	This will be within the scope of the Streets for People Strategy which has begun consultation and engagement.	Complete scoping document to identify options to incentivise reduction in car use. This could include interventions such as installing pocket parks and cargo bike storage on streets where residents agree to go car free.
G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4.iii	Implement borough-wide controlled parking zones (CPZ) coverage		Existing	Implementation	Cllr McAsh	Matt Clubb	63% coverage to date.	63% coverage to date.	94% borough coverage.

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F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.viii	Highways contractor minimises emissions through low-carbon construction practices		Implement PAS 2080 - standard for managing carbon in building and infrastructure, looking at whole value chain and carbon reduction through intelligent design, construction and use.	Verified baseline data included in Metis carbon measuring tool.	Highways work begins to embed PAS 2080 and work towards accreditation	2022 - Milestone Complete	2024 - New Milestone	Funding	Medium (£200k)
G. Discourage the ownership and use of polluting private cars	1. EV infrastructure is improved across the borough to facilitate more electric vehicles on the road	G.1.i	Deliver 1,000 more electric vehicle charging points by 2026, so there are more in every neighbourhood		Install a further 250 EV chargers.	200 EV chargers installed.	250 EV chargers installed.	2023 - Milestone complete	2024 - New Milestone	Technical (delays due to global material shortages)	Medium (£400k)
G. Discourage the ownership and use of polluting private cars	1. EV infrastructure is improved across the borough to facilitate more electric vehicles on the road	G.1.ii	Implement a borough-wide strategy for EV infrastructure by 2023, including stakeholder needs (e.g. taxis)			EV Infrastructure strategy adopted by Council.		2023		Resource	Low
G. Discourage the ownership and use of polluting private cars	2. Electric vehicles are actively incentivised to boost uptake	G.2.iv	Revise parking charges to discourage the use of polluting cars			Revise fees and charges by 2023.		2024		Consultation	Low
G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4.i	Pilot incentives for residents to give up their cars altogether		Streets for People Strategy to be adopted July 2023. Consultation of delivery plan through 2023/24.	Scoping document complete.	Streets for People Strategy and Action Plan adopted.	2023		Resource	Low
G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4.iii	Implement borough-wide controlled parking zones (CPZ) coverage		100% of adopted roads by 2024.	94% delivered.	Implement parking controls on all adopted streets across borough by 2024.	2025	2024 - New milestone	Consultation	High

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F. Make walking and cycling easier	1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling	F.1.viii	Highways contractor minimises emissions through low-carbon construction practices		No	Direct	
G. Discourage the ownership and use of polluting private cars	1. EV infrastructure is improved across the borough to facilitate more electric vehicles on the road	G.1.i	Deliver 1,000 more electric vehicle charging points by 2026, so there are more in every neighbourhood		Yes	Direct	
G. Discourage the ownership and use of polluting private cars	1. EV infrastructure is improved across the borough to facilitate more electric vehicles on the road	G.1.ii	Implement a borough-wide strategy for EV infrastructure by 2023, including stakeholder needs (e.g. taxis)		No	Enabling	
G. Discourage the ownership and use of polluting private cars	2. Electric vehicles are actively incentivised to boost uptake	G.2.iv	Revise parking charges to discourage the use of polluting cars		No	Enabling	
G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4.i	Pilot incentives for residents to give up their cars altogether		No	Enabling	
G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4.iii	Implement borough-wide controlled parking zones (CPZ) coverage		Yes	Direct	

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G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4.iv	Introduce measures to ensure that more roads around schools are car-free at the start and end of the school day		Existing	Implementation	Clr McAsh	Matt Clubb	41 schools streets delivered to date Baseline:	23 school streets have been delivered to date. School streets to be rolled out according to level of priority, which is determined by factors such as deprivation levels and air pollution. Statutory consultation took place in December 2022 regarding school streets improvements around 3 additional schools (St Johns/St Clements, Goodrich, James Allen's).	Agree target for expansion of school streets delivery.
H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1.i	Collaborate and lobby transport operators including Transport for London to make bus journeys quicker, more reliable and zero emission		Existing	Engagement	Clr McAsh	Matt Clubb	LIP 22/23 funding bid contains: access to public transport scheme (Denmark Hill) and Peckham bus priority schemes. 4% reduction of kms operated across London. Decrease in frequency in tube, train, buses. TFL consultation planned in June 22.	LIP 22/23 funding bid contained; access to public transport scheme (Denmark Hill) and Peckham bus priority schemes. This work will be continued in 23/24.	Input into TFL consultation to protect existing bus services.
H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1.ii	Campaign for the reopening of Camberwell Station and the extension of the Bakerloo Line		Existing	Engagement	Clr Dennis	Steve Platts	Network Rail South London Thameslink have undertaken long term planning for sector which considers journey time impacts of train route. A business case was complete for Camberwell Station in 2018 and now requires an update.	Letter was sent to the PM to call for a long term funding deal for TfL so that large infrastructure development can be planned. Letter sent to Deputy Mayor Seb Dance referencing the need for Bakerloo Line extension. Leader of the Council, Cllr Williams and Mayor Damien Egan have called on the Government to deliver the Bakerloo Line modernisation and extension through Southwark's Growth Plan.	Meet with Mayor of London team to discuss lobbying opportunities.

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G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4.iv	Introduce measures to ensure that more roads around schools are car-free at the start and end of the school day		All schools to have a school streets by 2026, where this is not possible provide other measures to create safer and more pleasant environments outside of schools.	Target for expansion of school streets agreed.	School streets or similar measures for all schools in borough.	2022 - Milestone complete	2026 - New milestone	No major risks identified	High (£2.5m)
H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1.i	Collaborate and lobby transport operators including Transport for London to make bus journeys quicker, more reliable and zero emission		Complete bus priority schemes in Peckham, and access to public transport scheme in Denmark Hill.	Retention of existing services.	Complete schemes.	2022 - Milestone Complete	2024 - New Milestone	Funding (TFL funding cuts have already led to bus route reduction)	High
H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1.ii	Campaign for the reopening of Camberwell Station and the extension of the Bakerloo Line		Southwark and Lambeth cabinet officer and comms officer to create a strategy to promote the Bakerloo Line extension.	Joint approach to lobbying national government on this area agreed.	Campaign launched.	2022 - Milestone Complete	2024 - New Milestone	Resource	Low

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G. Discourage the ownership and use of polluting private cars	4. Ownership of private cars and behavioural patterns of their use are influenced	G.4.iv	Introduce measures to ensure that more roads around schools are car-free at the start and end of the school day		Yes	Direct	New target set as part of new Streets for People Strategy
H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1.i	Collaborate and lobby transport operators including Transport for London to make bus journeys quicker, more reliable and zero emission		No	Enabling	
H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1.ii	Campaign for the reopening of Camberwell Station and the extension of the Bakerloo Line		No	Enabling	

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H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1.iv	Use our position as a council and through regional bodies that Southwark sits on to lobby the Mayor of London to decarbonise bus and rail networks		Existing	Engagement	Cllr McAsh	Stephen Gaskell	Through our engagement with the (London Councils) Transport and Environment Committee we have discussed the importance of electrifying transport in London with the Mayor (provided by Cllr McAsh).		Meet with Mayor of London team to discuss lobbying opportunities on decarbonising the national grid.
I. Reduce unnecessary journeys	1. Remote working is increased to reduce commutes in the borough	I.1.i	Use the Digital Infrastructure Strategy to facilitate the provision of widespread Wi-Fi and high-speed internet to less-well-connected areas across the borough for remote working		Existing	Implementation	Cllr Cryan	Dionne Lowndes	31,794 homes with access to fibre broadband and 89 free connections to communities halls.	41,400 properties gigabit-enabled and 107 community buildings provided with a free gigabit broadband connection.	Delivering fibre optic broadband to 6000 units including homes, businesses and community centres.
I. Reduce unnecessary journeys	2. Commercial journeys across the borough are influenced and consolidated to be more efficient	I.2.iii	Explore greater use of the Thames for freight and delivering into the borough, minimising impact of polluting vehicles on roads		Existing	Research & Design	Cllr McAsh	Matt Clubb	Freight consolidation has commenced from Dartford, with trials to Butlers Wharf. Actively engaging with Westminster Cross River Partnership which brings together London Boroughs of Hammersmith & Fulham, Islington, Lambeth, Lewisham, Southwark and Wandsworth.	River freight trial from Dartford to Butlers Wharf by CEVA and Guys and St Thomas has been completed. Trial is being undertaken as part the Clean Air Logistics for London (CALL) project receiving goods at Bankside pier and utilising new bookable parking bays.	Collaborate on the Clean Air Logistics for London (CALL) project.

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Theme	Goal	Code	Action	Updated Wording for Action	New Milestone where required	Previous KPI	New KPI where required	Planned Date for Milestone Completion	New Date for Milestone Completion where required	Major Risks to Milestone	Estimated Cost of Milestone
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	The key milestone(s) that are approaching for this action	How progress will be measured against the upcoming milestone(s)	How progress will be measured against the upcoming milestone(s)	When will the milestone(s) be complete	When will the milestone(s) be complete	The major risk(s) to the milestone(s) being completed	The cost of completing the upcoming milestone Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m
H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1.iv	Use our position as a council and through regional bodies that Southwark sits on to lobby the Mayor of London to decarbonise bus and rail networks			Joint approach to lobbying national government on this area agreed.		2022 - Missed milestone	2024 - New milestone	Resource	Low
I. Reduce unnecessary journeys	1. Remote working is increased to reduce commutes in the borough	I.1.i	Use the Digital Infrastructure Strategy to facilitate the provision of widespread Wi-Fi and high-speed internet to less-well-connected areas across the borough for remote working		Delivering fibre optic broadband to 6000 units per annum including homes, businesses and community centre.	Delivery of 6000 new units.	Delivery of 6000 new units per annum	2023 - Milestone complete	2024 - New milestone	No major risks identified	Low
I. Reduce unnecessary journeys	2. Commercial journeys across the borough are influenced and consolidated to be more efficient	I.2.iii	Explore greater use of the Thames for freight and delivering into the borough, minimising impact of polluting vehicles on roads		Involvement in Smarter Greener Logistics (SGL) project with Cross River Partnership. Use CALL project to explore feasibility of a micro hub at Surrey Quays Shopping centre and placement of lockers at South Dock Marina.	Secure funding to support CALL project.	Funds were obtained and Environmental Protection, Highways and Parking Teams have been supporting the CALL project. Secure funding to support Smarter Greener Logistics (SGL) project.	2023 - Milestone complete	2024 - New milestone	Funding	Low

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H. Improve public transport	1. Accessibility to public transport is improved to increase uptake and inclusivity	H.1.iv	Use our position as a council and through regional bodies that Southwark sits on to lobby the Mayor of London to decarbonise bus and rail networks		No	Enabling	Resource - Restructure of team and will confirm how action can be taken forward.
I. Reduce unnecessary journeys	1. Remote working is increased to reduce commutes in the borough	I.1.i	Use the Digital Infrastructure Strategy to facilitate the provision of widespread Wi-Fi and high-speed internet to less-well-connected areas across the borough for remote working		Yes	Enabling	
I. Reduce unnecessary journeys	2. Commercial journeys across the borough are influenced and consolidated to be more efficient	I.2.iii	Explore greater use of the Thames for freight and delivering into the borough, minimising impact of polluting vehicles on roads		No	Direct	

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Theme	Goal	Code	Action	Updated Wording for Action	Status	Phase of Action	Lead Cabinet Member	Director	Work Completed in 2021/22	Work Completed in 2022/23	Previous Milestone
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J. Cut down unnecessary flying & encourage offsetting flight emissions	1. Aviation-based journeys are reduced in frequency to reduce associated carbon emissions	J.1.i	Promote reduction of flights (targeted more at frequent fliers) and promote alternative means of transport (partial rail journeys)		Existing	Not Started	Cllr McAsh	Chris Page	No work to date.		Behaviour change campaign to be run as part of the external affairs strategy.
K. Decarbonise council travel	1. Total number of journeys by staff are reduced in the borough	K.1.i	Support long-term remote working practices for council employees		Existing	Research & Design	Cllr McAsh	Ben Plant	Phased return to workplace.		Develop hybrid working policy.
K. Decarbonise council travel	2. Journeys across the borough are low carbon and efficient	K.2.i	Undertake review of Council staff's commuting and general travel patterns and develop guidance on sustainable travel		Existing	Not Started	Cllr McAsh	Chris Page	Most recent staff survey conducted in 2020.		New survey required as part of Covid return to work.
K. Decarbonise council travel	2. Journeys across the borough are low carbon and efficient	K.2.ii	Launch an internal educational campaign advertising the funding schemes available which subsidise the cost of EV		Existing	Research & Design	Cllr McAsh	Matt Clubb	Initial meeting held with HR to review an example scheme (Cranford EV).		Scoping for salary sacrifice scheme and identify preferred supplier.
K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3.ii	Identify opportunities for installation of EV charging points on council premises		Existing	Implementation	Cllr McAsh	Matt Clubb	Three chargers have been installed at Tooley St and three have been installed at Queens Road.		Identify new locations as part of EV strategy.

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J. Cut down unnecessary flying & encourage offsetting flight emissions	1. Aviation-based journeys are reduced in frequency to reduce associated carbon emissions	J.1.i	Promote reduction of flights (targeted more at frequent fliers) and promote alternative means of transport (partial rail journeys)		Expanded communications online for residents around avoiding air travel.	Launch of behaviour change campaign.	Update council website to include more effective communication.	2024		No major risks identified	Low
K. Decarbonise council travel	1. Total number of journeys by staff are reduced in the borough	K.1.i	Support long-term remote working practices for council employees			Consult on policy and framework.		2023	2024 - New Milestone	Resource	Low
K. Decarbonise council travel	2. Journeys across the borough are low carbon and efficient	K.2.i	Undertake review of Council staff's commuting and general travel patterns and develop guidance on sustainable travel			Undertake staff travel survey.		2022 - Missed milestone	2024 - New milestone	Timeline	Low
K. Decarbonise council travel	2. Journeys across the borough are low carbon and efficient	K.2.ii	Launch an internal educational campaign advertising the funding schemes available which subsidise the cost of EV		Scheme launched	Agree with HR a preferred scheme that can be adopted by the council.		2023		No major risks identified	Low
K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3.ii	Identify opportunities for installation of EV charging points on council premises			Publication of EV strategy.		2023		Resource Funding	Low

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J. Cut down unnecessary flying & encourage offsetting flight emissions	1. Aviation-based journeys are reduced in frequency to reduce associated carbon emissions	J.1.i	Promote reduction of flights (targeted more at frequent fliers) and promote alternative means of transport (partial rail journeys)		No	Enabling	
K. Decarbonise council travel	1. Total number of journeys by staff are reduced in the borough	K.1.i	Support long-term remote working practices for council employees		Yes	Enabling	
K. Decarbonise council travel	2. Journeys across the borough are low carbon and efficient	K.2.i	Undertake review of Council staff's commuting and general travel patterns and develop guidance on sustainable travel		Yes	Enabling	Resource constraints within the Climate Change team have not allowed this work to be progressed to date.
K. Decarbonise council travel	2. Journeys across the borough are low carbon and efficient	K.2.ii	Launch an internal educational campaign advertising the funding schemes available which subsidise the cost of EV		Yes	Enabling	
K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3.ii	Identify opportunities for installation of EV charging points on council premises		No	Enabling	

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K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3.iii	Design and implement a strategic plan to trial low emissions vehicles into the LGV/HGV fleet (including waste and highways)		Strategy	Implementation	Cllr McAsh	Matt Clubb	Proposal received from Veolia for procurement of 5 electric Recycling Collection Vehicles (eRCVs) - requires funding support from the council.		Proposal under consideration for procurement of 5 electric RCVs by Veolia.
K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3.iv	Review and update fleet management guidelines to specify that certain vehicles must be Ultra Low Emissions Vehicles (ULEV)		Existing	Implementation	Cllr McAsh	Matt Clubb	Conway are moving fleet to EV where possible, with plant operation also moving to EV.		Increase the number of electric vehicles that are in Council's fleet. Programme of work for the Vehicle Replacement Strategy put to cabinet.
L. Improve local renewable energy infrastructure	1. Increase direct access to renewable energy	L.1.i	Explore feasibility of buying energy for the borough through a Purchase Power Agreement (PPA)		Existing	Research & Design	Cllr McAsh	Chris Page		Initial report commissioned to identify options for developing a PPA.	
L. Improve local renewable energy infrastructure	2. Full access to renewable energy from the national grid	L.2.i	Coordinate with UK Power Networks to highlight what the grid connection and/or reinforcement needs are for the borough		Existing	Research & Design	Cllr McAsh	David Hodgson	Initial meeting with UK Power Networks held in April 2022.	Initial meeting with UK Power Networks held in April 2022. Commenced partnership project with Lambeth and Lewisham to research area wide energy network.	Review of estates to identify internal projects that can be implemented in conjunction with UK Power Networks work programme on the grid.
L. Improve local renewable energy infrastructure	2. Full access to renewable energy from the national grid	L.2.ii	Work with the Mayor of London to lobby government on the transition to a zero-carbon national grid		Existing	Research & Design	Cllr McAsh	Stephen Gaskell	No work to date.	No work to date.	Climate Change and Policy team to meet with Mayor of London team to discuss lobbying opportunities on decarbonising the national grid.
M. Move towards green energy for businesses, residents and other organisations	1. Increase proportion of residents and organisations using renewable energy	M.1.i	Promote financial support that is available for residents and organisation of Southwark that will assist in the installation of renewable technology		Existing	Complete	Cllr McAsh	Chris Page	Planning Policy provide a pre-planning advice service which residents can use to get advice on the installation of renewable technology.	Planning Policy provide a pre-planning advice service which residents can use to get advice on the installation of renewable technology. Council website updated with planning advice on installing renewables.	Update of council website which will allow us to promote information on renewables including financial support.

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K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3.iii	Design and implement a strategic plan to trial low emissions vehicles into the LGV/HGV fleet (including waste and highways)		Initial work has commenced to adopt new eRCVs for Veolia into the fleet through the council's Climate Change Capital Fund.	Completion and sign off of waste contract deed of variation 2022. ERVs in operation.		2024		Technical (Industry-wide demand increasing which has extended delivery dates)	High (£1.6m: 5 eRCVs)
K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3.iv	Review and update fleet management guidelines to specify that certain vehicles must be Ultra Low Emissions Vehicles (ULEV)			Incorporate 4 new electric vehicles into the fleet to replace existing hybrids. Adoption of Vehicle Replacement Strategy.		2023		Timeline Consultation	Low
L. Improve local renewable energy infrastructure	1. Increase direct access to renewable energy	L.1.i	Explore feasibility of buying energy for the borough through a Purchase Power Agreement (PPA)		Engage with other London authorities to assess possibility of a collaborative PPA .		Meeting with other London boroughs to progress.		2023 - New Milestone	Technical - Needs buy in from other London boroughs to progress Funding	Low
L. Improve local renewable energy infrastructure	2. Full access to renewable energy from the national grid	L.2.i	Coordinate with UK Power Networks to highlight what the grid connection and/or reinforcement needs are for the borough		Deliver Energy Networks feasibility project with Lambeth and Lewisham, to highlight work needed to ensure grid can cope with increased electrification. This work includes UKPN as a stakeholder.	Review of suitable estates for future projects.	Completion of feasibility project.	2022 - Milestone Complete	2023 - New Milestone	Resource	Low
L. Improve local renewable energy infrastructure	2. Full access to renewable energy from the national grid	L.2.ii	Work with the Mayor of London to lobby government on the transition to a zero-carbon national grid		Identify opportunities to support the Mayor of London in lobbying national government.	Joint approach to lobbying national government on this area agreed.		2022 - Missed milestone	2023 - New Milestone	Resource	low
M. Move towards green energy for businesses, residents and other organisations	1. Increase proportion of residents and organisations using renewable energy	M.1.i	Promote financial support that is available for residents and organisation of Southwark that will assist in the installation of renewable technology		Action Complete. Further advice to be offered through the development of the Green Homes Advice Service. Action B.1.v.	Update of council website.	Update of council website - Complete.	2022 - Milestone Complete		Resource	Low

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K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3.iii	Design and implement a strategic plan to trial low emissions vehicles into the LGV/HGV fleet (including waste and highways)		Yes	Direct	
K. Decarbonise council travel	3. Decarbonise council owned/rented vehicle fleet	K.3.iv	Review and update fleet management guidelines to specify that certain vehicles must be Ultra Low Emissions Vehicles (ULEV)		Yes	Enabling	
L. Improve local renewable energy infrastructure	1. Increase direct access to renewable energy	L.1.i	Explore feasibility of buying energy for the borough through a Purchase Power Agreement (PPA)		Yes	Direct	
L. Improve local renewable energy infrastructure	2. Full access to renewable energy from the national grid	L.2.i	Coordinate with UK Power Networks to highlight what the grid connection and/or reinforcement needs are for the borough		Yes	Enabling	
L. Improve local renewable energy infrastructure	2. Full access to renewable energy from the national grid	L.2.ii	Work with the Mayor of London to lobby government on the transition to a zero-carbon national grid		Yes	Enabling	Resource - Restructure of team will confirm how action can be taken forward.
M. Move towards green energy for businesses, residents and other organisations	1. Increase proportion of residents and organisations using renewable energy	M.1.i	Promote financial support that is available for residents and organisation of Southwark that will assist in the installation of renewable technology		Yes	Enabling	

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M. Move towards green energy for businesses, residents and other organisations	3. Installations of renewables are prioritised and encouraged by council policy	M.3.iv	Explore increased support for renewables through the Early Review of the Southwark Plan	Explore increased support for renewables through the Early Review of the Southwark Plan and through Development Management processes	Existing	Research & Design	Cllr Dennis	Stephen Platts	Southwark Plan 2022 adopted including Policy P70 Energy. Free of Charge pre-app service for residents. Quicker planning decision for 'green' householder applications.	Southwark Plan 2022 adopted including Policy P70 Energy. Free of Charge pre-app service for residents. Quicker planning decision for 'green' householder applications.	Conduct the Early Review of the Southwark Plan. Prepare guidance in Climate Change SPD.
N. Tackle fuel poverty by promoting and providing accessible energy alternatives	2. Promote community renewable technology projects	N.2.i	Support community energy projects where a demonstrable carbon saving can be made		Existing	Implementation	Cllr McAsh	Chris Page	£400k of funding for community energy projects has been secured from Southwark Council. Cllr McAsh provided letter of support for to SE24 and South East London Community Energy CO-OP to bid to GLA's local community energy fund.	£400k of funding for community energy projects has been secured from Southwark Council. Cllr McAsh provided letter of support for SE24 and South East London Community Energy CO-OP to bid to GLA's local community energy fund. Scoping work has commenced and baselining against other local authorities.	Working group to be set up to scope potential community energy projects in the borough.
O. Reduce energy demand and cut energy waste	1. Shift to low carbon and energy efficient appliances	O.1.i	Provide guidance and support to residents and businesses on low carbon energy efficiency through creation of an Energy Savers Service		Existing	Implementation	Cllr Cryan	Clive Palfreyman	No work to date.	The service has now launched and as of March 2023 more than three hundred residents had received one-to-one energy advice from the new service with more receiving advice at community-based and other outreach events. The average financial gain for all those receiving one-to-one advice from Southwark Energy Savers is more than £124.	Scope out the creation of an Energy Savers Forum which will offer advice to residents and business on how to reduce energy use and retrofit buildings.

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M. Move towards green energy for businesses, residents and other organisations	3. Installations of renewables are prioritised and encouraged by council policy	M.3.iv	Explore increased support for renewables through the Early Review of the Southwark Plan	Explore increased support for renewables through the Early Review of the Southwark Plan and through Development Management processes		Climate Change Supplementary Planning Document to be adopted. Consult on and adopt the early review of the Southwark Plan.		June 2023 for Regulation 18 public consultation	2024 for SPD 2025 for consultation on Early Review	Technical (legislation changes) Resource Timeline	Low
N. Tackle fuel poverty by promoting and providing accessible energy alternatives	2. Promote community renewable technology projects	N.2.i	Support community energy projects where a demonstrable carbon saving can be made		Launch Southwark Community Energy Fund to the public.		Southwark Community Energy Fund launched.	2023		Timeline	Low
O. Reduce energy demand and cut energy waste	1. Shift to low carbon and energy efficient appliances	O.1.i	Provide guidance and support to residents and businesses on low carbon energy efficiency through creation of an Energy Savers Service		Number of residents supported through Energy Savers Service.		Service Launched. Track number of households supported through the service.	2023		Resource	Low

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M. Move towards green energy for businesses, residents and other organisations	3. Installations of renewables are prioritised and encouraged by council policy	M.3.iv	Explore increased support for renewables through the Early Review of the Southwark Plan	Explore increased support for renewables through the Early Review of the Southwark Plan and through Development Management processes	Yes	Enabling	
N. Tackle fuel poverty by promoting and providing accessible energy alternatives	2. Promote community renewable technology projects	N.2.i	Support community energy projects where a demonstrable carbon saving can be made		No	Enabling	
O. Reduce energy demand and cut energy waste	1. Shift to low carbon and energy efficient appliances	O.1.i	Provide guidance and support to residents and businesses on low carbon energy efficiency through creation of an Energy Savers Service		No	Enabling	

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P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.i	Prioritise solar panel installation and maximise project funding for social housing properties - phase 1, feasibility studies		Existing	Research & Design	Cllr Merrill	David Hodgson	Feasibility studies have started for eight council housing blocks.	Feasibility studies have been completed for ten council housing blocks.	Completion of ten feasibility studies.
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.iii	Prioritise solar panel installation and maximise project funding for social housing properties - phase 3 proposed & current works		Existing	Research & Design	Cllr Merrill	David Hodgson	New action, no work to date.	Further work around solar panel installations has shown that a fabric first approach is needed to the properties where feasibility studies were conducted.	If Lead Member Briefing is accepted, two solar projects at two locations will begin.
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.iv	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 1, feasibility studies		Existing	Implementation	Cllr Cryan	David Hodgson	Initial work on feasibility assessments for six solar PV projects.		Completion of feasibility studies.
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.v	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 2, funding bids		Existing	Implementation	Cllr McAsh	David Hodgson	Applied for approximately £4.8m from the councils Climate Capital Fund to retrofit five library sites which would include the addition of solar PV.	Solar panels installed at a range of buildings including Nunhead Library and Dulwich Library.	Funding to be confirmed and project started.

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P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.i	Prioritise solar panel installation and maximise project funding for social housing properties - phase 1, feasibility studies		No further work planned at this time.	Completion of ten feasibility studies.		2022 - Milestone complete		Technical (proposal not accepted by senior officers or residents) Timeline (procurement) Funding	Medium (£500k)
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.iii	Prioritise solar panel installation and maximise project funding for social housing properties - phase 3 proposed & current works		Identify funding to progress solar pilot at Lucy Brown sheltered housing unit.	Lead member briefing accepted.	Align approach to council homes solar panels with Social Housing Improvement Plan. Complete fully costed plan for implementation of solar works at Lucy Brown sheltered housing unit.	2022 - Milestone missed	Updated milestone: 2024	Technical (suitability of solar installation in certain properties) Resource	Medium
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.iv	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 1, feasibility studies			Feasibility study complete.		2023		No major risks identified	Low
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.v	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 2, funding bids		Projects to commence on site.	Funding confirmed.	Completion of Peckham Library and Kingswood Library projects.	2022 - Milestone complete	2023 - New Milestone	Funding (not confirmed)	Low

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P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.i	Prioritise solar panel installation and maximise project funding for social housing properties - phase 1, feasibility studies		TBC	Enabling	
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.iii	Prioritise solar panel installation and maximise project funding for social housing properties - phase 3 proposed & current works		TBC	Direct	Technical and funding - Not suitable to install solar panels without fabric first approach, especially with issues of damp and mould. Additional funding will be required to make internal upgrades to homes before fitting solar panels
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.iv	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 1, feasibility studies		Yes	Enabling	
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.v	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 2, funding bids		Yes	Enabling	

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Theme	Goal	Code	Action	Updated Wording for Action	Status	Phase of Action	Lead Cabinet Member	Director	Work Completed in 2021/22	Work Completed in 2022/23	Previous Milestone
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	New/Existing	The phase the action is in: R&D / Engagement / Implementation / Completed / Closed	Councillor responsible for action	Director accountable for action	The work that has been completed to date on this action	The work that has been completed to date on this action	The key milestone(s) that are approaching for this action
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.vi	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 3, proposed & current works		Existing	Implementation	Cllr McAsh	David Hodgson	Rooftop PV installed at eight sites so far which are forecast to reduce emissions by 6.5 tonnes.	Rooftop PV installed at ten sites so far.	Subject to feasibility studies being completed, six solar PV schemes are planned.
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.vii	Prioritise solar panel installation and maximise project funding for council owned schools - phase 1, feasibility studies		Existing	Research & Design	Cllr Ali	Stephen Platts	New action, no work to date.	No work to date.	Feasibility studies to be carried out for pilot studies at Crampton and Brunswick Park primary schools.
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.viii	Prioritise solar panel installation and maximise project funding for council owned schools - phase 2, funding bids		Existing	Implementation	Cllr Ali	Stephen Platts	New action, no work to date.	Funding allocated to fit solar panels with community energy company SE24 at Goodrich Primary School.	The Council will bid for Salix funding for Heat Decarbonisation Plans to be carried out at all eligible schools.
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.x	Progress the feasibility of a borough solar panel park		Existing	Research & Design	Cllr McAsh	Stephen Platts	Two initial consultations suggested the identified site for a solar farm was not commercially viable due to significant issues in connecting the proposed site to the grid. This is being reviewed due to increases in electricity prices that may make this site more viable.	Viability work is underway.	Completion of viability assessment.

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Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	The key milestone(s) that are approaching for this action	How progress will be measured against the upcoming milestone(s)	How progress will be measured against the upcoming milestone(s)	When will the milestone(s) be complete	When will the milestone(s) be complete	The major risk(s) to the milestone(s) being completed	The cost of completing the upcoming milestone Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.vi	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 3, proposed & current works		Subject to feasibility, a further three offices will have solar PV by 2026.			2023	2026	Feasibility study to be completed	High
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.vii	Prioritise solar panel installation and maximise project funding for council owned schools - phase 1, feasibility studies			PV feasibility study complete.		2023		Technical (lack of skills availability)	Low
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.viii	Prioritise solar panel installation and maximise project funding for council owned schools - phase 2, funding bids		Work with SE24 to support other solar panel projects in council schools.	Funding bid submitted and accepted.	SE24 solar panel works underway.	2022 - Milestone completed	2024 - New Milestone	No major risks identified	Low
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.x	Progress the feasibility of a borough solar panel park			Viability assessment complete.		2023		Technical (issues connecting to the National Grid) Resource	Low

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P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.vi	Prioritise solar panel installation and maximise project funding for operational council buildings - phase 3, proposed & current works		No	Direct	
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.vii	Prioritise solar panel installation and maximise project funding for council owned schools - phase 1, feasibility studies		Yes	Enabling	
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.viii	Prioritise solar panel installation and maximise project funding for council owned schools - phase 2, funding bids		Yes	Enabling	
P. Boost renewable energy	1. Solar PV capacity is maximised in the borough	P.1.x	Progress the feasibility of a borough solar panel park		Yes	Enabling	

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Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.i	Partner with and invest in community groups to develop sharing / circular economy		Existing	Implementation	Cllr McAsh	Chris Page	Funding Agreement with Library of Things has been agreed with the launch anticipated in early 2023.	Library of Things contract was signed and location for the kiosk at Canada Water library agreed, with installation completing in June 2023.	Public launch of the Library of Things.
Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.ii	Support for residents on removing barriers to improving recycling in areas with low rates		Existing	Implementation	Cllr McAsh	Chris Page	New waste facilities installed or in progress by Housing team on 4 estates to provide increased storage for recycling (Brandon, Elmington, Rockingham, Friary).	Waste Management Strategy Extension was approved by cabinet in March 2023 which sets out priorities up to 2025. A government mandate around extending food waste recycling facilities so work is currently being undertaken to plan for this on estates in Southwark.	Agree communication and policy approach as part of the review of the Recycling Action Plan.
Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.iii	Increase percentage of waste recycled, ensuring that Southwark has one of the highest rates in inner London		Existing	Implementation	Cllr McAsh	Matt Clubb	New waste facilities installed or in progress by Housing team on four estates to provide increased storage for recycling (Brandon, Elmington, Rockingham, Friary).	32% of waste recycled, below 36% target.	
Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.iv	Reduce amount of waste sent to landfill		Existing	Implementation	Cllr McAsh	Matt Clubb	Food waste collections for blocks of flats extended to 2,000 additional properties.	99.66% of waste not going to landfill. The details of the new government requirements for food waste have not been published and are expected to be delayed until May 2023. However, following initial discussion with the current contractor, the council is developing plans to roll out food waste collections to all properties in Southwark.	Maintain current landfill rate at below 2%.

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Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	The key milestone(s) that are approaching for this action	How progress will be measured against the upcoming milestone(s)	How progress will be measured against the upcoming milestone(s)	When will the milestone(s) be complete	When will the milestone(s) be complete	The major risk(s) to the milestone(s) being completed	The cost of completing the upcoming milestone Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m
Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.i	Partner with and invest in community groups to develop sharing / circular economy		Public launch of the Library of Things.	Library of Things opens to the public.	Library of Things opens to the public in July 2023.	2023		No major risks identified	Low (£63k: Two year installation and maintenance)
Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.ii	Support for residents on removing barriers to improving recycling in areas with low rates		Delivery of communications agreed through the Waste Management Strategy Extension.	Comms/policy approach developed and approved by October 2022 as part of the review of the Recycling Action Plan.	> Survey of all blocks and estates to identify where more recycling capacity is needed > Engaging with managing agents of communal properties to improve service capacity	2022 - Complete milestone	Updated milestone: 2024	Resource (needs dedicated communications resource for waste within the council) Funding	Low
Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.iii	Increase percentage of waste recycled, ensuring that Southwark has one of the highest rates in inner London		Delivery of communications agreed through the Waste Management Strategy Extension.	Recycling Action Plan updated and approved by October 2022.	> Survey of all blocks and estates to identify where more recycling capacity is needed > Engaging with managing agents of communal properties to improve service capacity	2022 - Missed milestone	Updated milestone: 2023	Resource	High
Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.iv	Reduce amount of waste sent to landfill		An initial food waste plan to extend food waste provision to all households in Southwark.	Landfill rate stays below 2%.	Delivery of food waste plan commences.	Ongoing	Updated milestone: 2023	Technical (limited market value for recycling certain materials) Funding (subject to rollout of government funding)	High

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Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.i	Partner with and invest in community groups to develop sharing / circular economy		Yes	Enabling	
Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.ii	Support for residents on removing barriers to improving recycling in areas with low rates		No	Enabling	
Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.iii	Increase percentage of waste recycled, ensuring that Southwark has one of the highest rates in inner London		Partially	Direct	Delay in getting the Waste Management Strategy Extension to Cabinet which incorporates Veolia's Recycling Action Plan. A new approach to strategic work around waste is commencing later in 2023
Q. Move toward a more circular economy	1. Households are supported to reduce consumption, improve rates of reuse and improve rates of recycling & waste collection	Q.1.iv	Reduce amount of waste sent to landfill		Partially	Direct	

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Q. Move toward a more circular economy	2. Drive behaviour change in Southwark's businesses to reduce consumption	Q.2.ii	Explore development of Recycling Reward Schemes which would incentivise commercial sites and workplaces based on the amount of waste they avoid throwing away		Existing	Research & Design	Cllr McAsh	Chris Page	Monthly communications meetings with Veolia.	Explore opportunities through stakeholder networks.	Review national and local strategies that exist as part of scoping document.
R. Support more sustainable diets	1. Consumption patterns of diets in the borough are more sustainable	R.1.i	Deliver public campaigns to encourage people to adopt a more climate-friendly diet		Existing	Implementation	Cllr Akoto	Sangeeta Leahy	The Council have explored the integration of climate friendly agenda with nutritional recommendations and held a workshop on Planetary Health Diet for Council and SFAA members looking at recent evidence for health impacts. Discussions have taken place to see if we can work with anchor institutions to integrate this into discussions on procurement.	Sustainable Food Strategy (SFS) and Right to Food approved at Cabinet in June 2023. The team will now start developing Sustainable Food Action Plan.	The approach for a campaign will be considered within council's upcoming Sustainable Food Action Plan.
R. Support more sustainable diets	1. Consumption patterns of diets in the borough are more sustainable	R.1.iii	Set up a campaign to encourage commercial caterers, including those in workplaces, to provide less meat and dairy catering		Existing	Implementation	Cllr Akoto	Sangeeta Leahy	Council Public Health team have explored initial options with Sustain. The School Meal Transformation programme will introduce more climate friendly school food menus in 2023/24, embedding weekly meat free days and daily options for vegetarians and vegans in all schools.	Sustainable Food Strategy (SFS) and Right to Food approved at Cabinet in June 2023. The team will now start developing Sustainable Food Action Plan.	Approach to campaign to be developed within council's upcoming Sustainable Food Action Plan.

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Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	The key milestone(s) that are approaching for this action	How progress will be measured against the upcoming milestone(s)	How progress will be measured against the upcoming milestone(s)	When will the milestone(s) be complete	When will the milestone(s) be complete	The major risk(s) to the milestone(s) being completed	The cost of completing the upcoming milestone Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m
Q. Move toward a more circular economy	2. Drive behaviour change in Southwark's businesses to reduce consumption	Q.2.ii	Explore development of Recycling Reward Schemes which would incentivise commercial sites and workplaces based on the amount of waste they avoid throwing away			Complete scoping document.		2022 - Missed milestone	2023 - updated milestone	Resource	Low
R. Support more sustainable diets	1. Consumption patterns of diets in the borough are more sustainable	R.1.i	Deliver public campaigns to encourage people to adopt a more climate-friendly diet			Sustainable Food Strategy published.	Sustainable Food Strategy, Right to Food Action Plan and Sustainable Food Action Plan are published.	2022 - Complete milestone	2023 - updated milestone	Resource Funding	Low
R. Support more sustainable diets	1. Consumption patterns of diets in the borough are more sustainable	R.1.iii	Set up a campaign to encourage commercial caterers, including those in workplaces, to provide less meat and dairy catering			Sustainable Food Strategy published.	>Deliver the school meal transformation programme which would include have a meat free day once per week and daily options for vegetarian and vegan meals >Pilot the effectiveness of place-based buy-local campaigns	2022 - Complete milestone	2023 - updated milestone	Resource Funding	Low

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Q. Move toward a more circular economy	2. Drive behaviour change in Southwark's businesses to reduce consumption	Q.2.ii	Explore development of Recycling Reward Schemes which would incentivise commercial sites and workplaces based on the amount of waste they avoid throwing away		No	Direct	Resource constraints have not allowed this work to progress to date.
R. Support more sustainable diets	1. Consumption patterns of diets in the borough are more sustainable	R.1.i	Deliver public campaigns to encourage people to adopt a more climate-friendly diet		No	Enabling	
R. Support more sustainable diets	1. Consumption patterns of diets in the borough are more sustainable	R.1.iii	Set up a campaign to encourage commercial caterers, including those in workplaces, to provide less meat and dairy catering		No	Enabling	

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R. Support more sustainable diets	2. Waste from food consumption is decreased	R.2.ii	Organise a food waste campaign using community growing projects, education in schools and working with caterers, retail and hospitality		Existing	Engagement / Implementation	Cllr Akoto	Chris Page	Hubbub commissioned to support development of several community fridges in the borough with the aim of encouraging their local community and partners to support the food waste reduction agenda	Waste Team signed up for London-wide food waste campaign aimed to minimise food waste, promote effective food purchasing and sustainable diet. One-bag-a-week campaign for residual waste reduction started in January 2023.	Agree communications and policy approach.
R. Support more sustainable diets	2. Waste from food consumption is decreased	R.2.iii	Expand networks facilitating the donation of edible surplus food, such as the Southwark Food Action Alliance (SFAA)		Existing	Implementation	Cllr Akoto / Cllr Cryan	Sangeeta Leahy	Five community fridges up and running. Council have worked with SFAA, Fareshare / Felix / City Harvest (London food redistribution services) throughout the pandemic to ensure food banks and food support services were connected and supported.	Hubbub's Food Connect is working with 15 retailers to redistribute surplus food to food charities and organisations in the borough. Open letter sent to Secretary of State to lobby for Right to Food (1st step in becoming a Right to Food Borough).	Approach for expanded networks to be developed within council's upcoming Sustainable Food Strategy.
S. Greener businesses and supply chains	1. Improved sustainability of local supply chains	S.1.i	Encourage and promote shopping locally to support business and reduce miles travelled		Existing	Engagement	Cllr McAsh	Chris Page	Southwark Life has published articles on shopping locally.	For example, the Spring 2023 edition of Southwark Life included a feature for 'Business friendly Southwark' which promoted shopping locally. Action is now complete.	
S. Greener businesses and supply chains	1. Improved sustainability of local supply chains	S.1.ii	Use connections to businesses and markets to facilitate shorter supply and distribution chains		Existing	Engagement	Cllr Seaton	Chris Page	No work to date.	Met with BIDs to discuss best practice and Council climate action plan.	Work with the Business Improvement Districts to understand best practice in supporting local supply chains and how this can be rolled out to other areas of the borough.

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R. Support more sustainable diets	2. Waste from food consumption is decreased	R.2.ii	Organise a food waste campaign using community growing projects, education in schools and working with caterers, retail and hospitality		Continue participation in the London-wide food waste campaign raise awareness of residents and local business on food waste.	Meet with Veolia to progress.	Continue participation in the London-wide food waste campaign raise awareness of residents and local business on food waste. Continued one-bag-a-week campaign for residual waste reduction.	2022 - Missed milestone	2023 - updated milestone	Resource	Low
R. Support more sustainable diets	2. Waste from food consumption is decreased	R.2.iii	Expand networks facilitating the donation of edible surplus food, such as the Southwark Food Action Alliance (SFAA)			Sustainable Food Strategy published.	Sustainable Food Strategy, Right to Food Action Plan and Sustainable Food Action Plan is published.	2022 - Complete milestone		Resource Funding	Low
S. Greener businesses and supply chains	1. Improved sustainability of local supply chains	S.1.i	Encourage and promote shopping locally to support business and reduce miles travelled		Action is now complete.			2022 - Milestone Complete	2023 - updated milestone	Resource Funding	Low
S. Greener businesses and supply chains	1. Improved sustainability of local supply chains	S.1.ii	Use connections to businesses and markets to facilitate shorter supply and distribution chains		Host a climate meeting with the BIDs to discuss best practice and strategies to progress.	Initial meeting with Business Improvement Districts to scope project.	Project scoping document developed.	2022 - Milestone Complete	2023 - Updated milestone	Resource Funding	Low

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R. Support more sustainable diets	2. Waste from food consumption is decreased	R.2.ii	Organise a food waste campaign using community growing projects, education in schools and working with caterers, retail and hospitality		No	Enabling	Comments received through the consultation process have resulted in delays to publication due to significant re-structure of strategy. Resource constraints have also slowed progress.
R. Support more sustainable diets	2. Waste from food consumption is decreased	R.2.iii	Expand networks facilitating the donation of edible surplus food, such as the Southwark Food Action Alliance (SFAA)		No	Enabling	
S. Greener businesses and supply chains	1. Improved sustainability of local supply chains	S.1.i	Encourage and promote shopping locally to support business and reduce miles travelled		Yes	Enabling	
S. Greener businesses and supply chains	1. Improved sustainability of local supply chains	S.1.ii	Use connections to businesses and markets to facilitate shorter supply and distribution chains		Yes	Enabling	

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S. Greener businesses and supply chains	2. Businesses are supported to improve rates of re-use and recycling	S.2.i	Utilise existing business networks to promote consolidation of waste collection and recycling		Existing	Engagement	Cllr Seaton	Chris Page	No work to date.	Met with BIDs to discuss best practice and Council climate action plan.	Map out existing business networks and agree preferred approach to communication. Consider inclusion within external affairs strategy.
S. Greener businesses and supply chains	3. Delivery methods are transformed to reduce delivery miles and associated carbon emissions	S.3.i	Develop and deliver a Sustainable Freight and Last Mile Delivery Hubs Plan by 2026 that prioritises areas of greatest need and potential		Existing	Not Started	Cllr McAsh	Matt Clubb	Draft Old Kent Road Action Plan promoting freight consolidation with cargo bikes operating out of last mile delivery hub on Mandela Way.		Identify resource and funding to lead on project. Review and update existing council policy and projects to set ambition within a London context.
S. Greener businesses and supply chains	3. Delivery methods are transformed to reduce delivery miles and associated carbon emissions	S.3.ii	Support businesses to switch to zero pollution delivery vehicles, working with them to shift more local deliveries to electric cargo bikes		Existing	Engagement	Cllr McAsh	Matt Clubb	Bikes for Business model that has successfully engaged with businesses in 'Low Line' area spanning London Bridge, Bankside, Bermondsey and Walworth. £700 grants available to businesses who trial cargo bike deliveries.	Work underway to support cargo bike expansion through the Thriving High Street Fund initiative. Scoping is also underway to spend cargo bikes funding allocation from the climate change capital fund, with a focus on how this can offer bespoke engagement to business to transition to cargo bikes.	Scoping work will be undertaken to identify areas for potential expansion e.g. Old Kent Road, Peckham.

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S. Greener businesses and supply chains	2. Businesses are supported to improve rates of re-use and recycling	S.2.i	Utilise existing business networks to promote consolidation of waste collection and recycling		Host a climate meeting with the BIDs to discuss best practice and strategies to progress waste consolidation, including visiting Better Bankside's waste consolidation point.	Complete mapping exercise of business networks.		2022 - Missed milestone		Resource Funding	Low
S. Greener businesses and supply chains	3. Delivery methods are transformed to reduce delivery miles and associated carbon emissions	S.3.i	Develop and deliver a Sustainable Freight and Last Mile Delivery Hubs Plan by 2026 that prioritises areas of greatest need and potential			Resource and funding in place to complete feasibility.		2024		Resource	Low
S. Greener businesses and supply chains	3. Delivery methods are transformed to reduce delivery miles and associated carbon emissions	S.3.ii	Support businesses to switch to zero pollution delivery vehicles, working with them to shift more local deliveries to electric cargo bikes		PID complete but decision to be made if this completes milestone.	Scoping work completed.		2023	2026 - New Milestone	Resource Funding	Low

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S. Greener businesses and supply chains	2. Businesses are supported to improve rates of re-use and recycling	S.2.i	Utilise existing business networks to promote consolidation of waste collection and recycling		No	Enabling	Lack of resource to date to progress this action.
S. Greener businesses and supply chains	3. Delivery methods are transformed to reduce delivery miles and associated carbon emissions	S.3.i	Develop and deliver a Sustainable Freight and Last Mile Delivery Hubs Plan by 2026 that prioritises areas of greatest need and potential		No	Enabling	
S. Greener businesses and supply chains	3. Delivery methods are transformed to reduce delivery miles and associated carbon emissions	S.3.ii	Support businesses to switch to zero pollution delivery vehicles, working with them to shift more local deliveries to electric cargo bikes		Yes (£100k)	Enabling	

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T. Implement a Green New Deal	1. Create 2,000 new green jobs by 2026	T.1.i	Map and forecast jobs and skills demand from Southwark's climate change investments and track jobs created		Existing	Implementation	Clr Seaton	Stephen Gaskell	<p>A monitoring framework is being completed cross-council for green jobs created 2018-22 with 566 jobs identified as at October 2021.</p> <p>A pan-London definition for 'green jobs' has been published in a report coordinated by Central London Forward.</p>	<p>Council investment in net zero projects, employment support targeting green jobs, and construction of low-carbon buildings have created 1240 green jobs as of March 2023.</p> <p>A pan-London definition for 'green jobs' has been published in a report coordinated by Central London Forward.</p>	<p>Integrate green jobs monitoring with climate change action plan monitoring.</p> <p>Forecast 2022-2026 green job creation.</p>
T. Implement a Green New Deal	1. Create 2,000 new green jobs by 2026	T.1.ii	Connect communities, employers, skills providers and job brokerage organisations in a local green skills supply network		Existing	Implementation	Clr Seaton	Stephen Gaskell	<p>A one year shared post from November 2021 has been established across Southwark, Lambeth and Lewisham. The purpose of the role is to develop a coordinated approach to meeting workforce demands from net zero retrofit and new buildings.</p>	<p>A shared post has been established across Southwark, Lambeth and Lewisham. The purpose of the role is to develop a coordinated approach to meeting workforce demands from net zero retrofit and new buildings.</p>	<p>Agree medium term (2-3 year) delivery plan and resources for creating a green jobs and skills network across Southwark, Lewisham and Lambeth.</p>
T. Implement a Green New Deal	2. Growth of the local economy and innovative new green businesses	T.2.ii	Establish a green jobs, skills and technology centre in the borough		Existing	Implementation	Clr Seaton	Stephen Gaskell	<p>The Council has worked with partner organisations to secure funding until 2024. The hub will work with employers, universities and colleges to offer training for high-quality, well-paid jobs in green sectors to local school leavers, and upskilling for the wider workforce. The hub is now open.</p>	<p>The Green Skills Hub hosted by LSBU has launched. London-wide training numbers so far are 489. The hub coordination team is working with delivery partners to identify Southwark residents for monitoring purposes.</p>	<p>Staff resource and courses in place.</p>

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Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	The key milestone(s) that are approaching for this action	How progress will be measured against the upcoming milestone(s)	How progress will be measured against the upcoming milestone(s)	When will the milestone(s) be complete	When will the milestone(s) be complete	The major risk(s) to the milestone(s) being completed	The cost of completing the upcoming milestone Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m
T. Implement a Green New Deal	1. Create 2,000 new green jobs by 2026	T.1.i	Map and forecast jobs and skills demand from Southwark's climate change investments and track jobs created		At least 2000 green jobs created by 2026.	Jobs created measure tracked in action plan. Forecast for 2022-2026 green job creation completed.	Number of green jobs created.	2022 - Milestone Complete	2023 - New Milestone	Resource	Low
T. Implement a Green New Deal	1. Create 2,000 new green jobs by 2026	T.1.ii	Connect communities, employers, skills providers and job brokerage organisations in a local green skills supply network			Medium term (2-3 year) delivery plan and resource in place for creating green jobs and skills across Southwark, Lewisham and Lambeth.		2022 - Missed milestone		Funding Resource	Medium (£400k: £60k officer resource at £20k per annum, £340k project delivery)
T. Implement a Green New Deal	2. Growth of the local economy and innovative new green businesses	T.2.ii	Establish a green jobs, skills and technology centre in the borough		Action is now complete.	Hub coordinator and team in post, courses underway.	Action complete.	2022 - Milestone complete	2023 - New Milestone	Timeline Resource (risk of recruitment delays and lack of implementation resources at LSBU)	Medium (300k)

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T. Implement a Green New Deal	1. Create 2,000 new green jobs by 2026	T.1.i	Map and forecast jobs and skills demand from Southwark's climate change investments and track jobs created		Yes	Enabling	
T. Implement a Green New Deal	1. Create 2,000 new green jobs by 2026	T.1.ii	Connect communities, employers, skills providers and job brokerage organisations in a local green skills supply network		No	Enabling	Triborough climate officer has had their contract extended which included an extension of the timescales for this piece of work
T. Implement a Green New Deal	2. Growth of the local economy and innovative new green businesses	T.2.ii	Establish a green jobs, skills and technology centre in the borough		Yes	Enabling	

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T. Implement a Green New Deal	2. Growth of the local economy and innovative new green businesses	T.2.iii	Support innovation in green business sectors through council business support and workspace programmes		Existing	Implementation	Cllr Seaton	Stephen Gaskell	Southwark Pioneers Fund procurement underway for delivery partners to lead support and grants for start-up and growth stage SMEs, including green economy.	Southwark Pioneers Fund launched in late September 2022. This leads on support and grants for start-up and growth stage SMEs, including green economy. Business advisors to the fund also make an assessment of whether businesses meet an agreed definition of being a "green enterprise" .	Southwark Pioneers Fund start-up and growth support in place.
T. Implement a Green New Deal	3. Local businesses decarbonise	T.3.i	Support SME decarbonisation through council business support and workspace programmes		Existing	Research & Design	Cllr Seaton	Stephen Gaskell	Scoping underway for Southwark Pioneers Fund investment in SME decarbonisation, including potential for coordination with GLA programmes.	Continued scoping what a programme of decarbonisation support could look like - a programme of information, advice and guidance (IAG), and / or a grants programme.	Southwark Pioneers Fund business sustainability support in place.
T. Implement a Green New Deal	3. Local businesses decarbonise	T.3.ii	Establish a 'retrofit learning network' to bring together experts to share information on the potential costs, available discounts and carbon savings from making homes more environmentally friendly		Existing	Research & Design	Cllr McAsh	Chris Page	New action, no work to date.	Scoping has commenced to define options for this network, including speaking with other boroughs who have developed similar models.	Scope out the creation of a retrofit learning network which will offer advice to residents and business on how to reduce energy use and retrofit buildings.
U. Sustainable Operations and Procurement	1. Council minimises its operational waste	U.1.i	Ban single use plastics in council buildings		Existing	Implementation	Cllr Rose	David Hodgson	Facilities management has held atrium events and workshops to increase awareness.		<ul style="list-style-type: none"> > Renewed facilities management contract with measures to reduce single use plastics > Refresh single use plastic policy document > Work cross council to restrict the purchase of plastic cups

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T. Implement a Green New Deal	2. Growth of the local economy and innovative new green businesses	T.2.iii	Support innovation in green business sectors through council business support and workspace programmes		Green businesses supported to start up or grow under the Southwark Pioneers Fund.	Delivery provider under contract and delivering.	Number of green businesses supported.	2022 - Milestone Complete	2023 - New Milestone	Timeline	High (£1.15m)
T. Implement a Green New Deal	3. Local businesses decarbonise	T.3.i	Support SME decarbonisation through council business support and workspace programmes		Decide on delivery model options for decarbonisation support for SMEs, for further scoping and development.	Delivery provider under contract and delivering.		2022 - Missed milestone		Timeline	Medium (300k)
T. Implement a Green New Deal	3. Local businesses decarbonise	T.3.ii	Establish a 'retrofit learning network' to bring together experts to share information on the potential costs, available discounts and carbon savings from making homes more environmentally friendly			Scoping report complete.	Scoping report complete.	2026		Resource	Low
U. Sustainable Operations and Procurement	1. Council minimises its operational waste	U.1.i	Ban single use plastics in council buildings			>New facilities management contract in place that includes measures to reduce single use plastics >Non-plastic cups in use throughout the Council. >Monitor the ordering of plastic cups via the stationery contract.		2023		Funding (increase in cost which is not yet known)	Low

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T. Implement a Green New Deal	2. Growth of the local economy and innovative new green businesses	T.2.iii	Support innovation in green business sectors through council business support and workspace programmes		Yes	Enabling	
T. Implement a Green New Deal	3. Local businesses decarbonise	T.3.i	Support SME decarbonisation through council business support and workspace programmes		Yes	Enabling	Resourcing and awaiting outcomes of UK Shared Prosperity Fund bids to inform the direction this project should take
T. Implement a Green New Deal	3. Local businesses decarbonise	T.3.ii	Establish a 'retrofit learning network' to bring together experts to share information on the potential costs, available discounts and carbon savings from making homes more environmentally friendly		No	Enabling	
U. Sustainable Operations and Procurement	1. Council minimises its operational waste	U.1.i	Ban single use plastics in council buildings		Yes	Enabling	

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U. Sustainable Operations and Procurement	1. Drive behaviour change in Southwark's businesses to reduce consumption	U.1.iii	Minimise the carbon footprint of events taking place in public outdoor spaces in the borough		Existing	Implementation	Cllr Rose	Toni Ainge	Event Environmental Sustainability Guide (EESG) developed and signed off for implementation from April 2023.		
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2.i	Establish standards of effective carbon reduction, measurement and management within contracts		Existing	Research & Design	Cllr Cryan	Chris Page	No work to date.	Scoping work has commenced.	Develop proposals around effective carbon management in contracts.
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2.iv	Introduce a carbon neutral aligned procurement policy with workable models for its use and application during the procurement process and contract management		Existing	Research & Design	Cllr Cryan	Chris Page	No work to date.	Scoping work has commenced.	Develop proposals around a carbon neutral aligned procurement policy.
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2.iii	Ensure that the Social Value review includes sustainability and decarbonisation criteria so that these have a greater influence when bids are being evaluated		Existing	Research & Design	Cllr Cryan	Chris Page	New action, no work to date.	Scoping work has commenced.	Social Value strategy review.
U. Sustainable Operations and Procurement	3. Decarbonise the council's pension fund	U.3.i	Make the council's pension fund zero carbon by 2030 at the latest and earlier if more zero carbon funds become available sooner		Existing	Implementation	Cllr Cryan	Timothy Jones	Carbon footprint of council pension fund reduced by 50% between 2017 and 2021.	As of March 2023, there has been a 60% carbon reduction of the pension's carbon footprint. The Fund's active equities portfolio has divested from fossil fuel investments and a restriction has been placed on the portfolio preventing further investments in these companies or their industry peers.	Updates through Investment Statement Strategy (ISS)

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U. Sustainable Operations and Procurement	1. Drive behaviour change in Southwark's businesses to reduce consumption	U.1.iii	Minimise the carbon footprint of events taking place in public outdoor spaces in the borough		Promote the EESG to event organisers in the borough. Major scale and Cultural Celebrations Fund funded community event emissions reported. Annual review of EESG guide (March 2024).		Completion of annual review of EESG guide.	2024		Technical (research required on events specific carbon calculator)	Low
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2.i	Establish standards of effective carbon reduction, measurement and management within contracts			> Initial research conducted > Dedicated resource in place to progress milestone, including external support if needed		2023		Resource	Low
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2.iv	Introduce a carbon neutral aligned procurement policy with workable models for its use and application during the procurement process and contract management			> Initial research and scoping conducted > Dedicated resource in place to progress milestone, including external support if needed		2023	2026	Resource	Low
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2.iii	Ensure that the Social Value review includes sustainability and decarbonisation criteria so that these have a greater influence when bids are being evaluated			> Climate change input into Social Value Strategy review to include sustainability and decarbonisation criteria > Dedicated resource in place to progress milestone, including external support if needed		2023	Jan - March 2025 for Early Review	Resource	Low
U. Sustainable Operations and Procurement	3. Decarbonise the council's pension fund	U.3.i	Make the council's pension fund zero carbon by 2030 at the latest and earlier if more zero carbon funds become available sooner		Deliver short term goals set out in the net zero 2030 pension target.	Weighted carbon intensity of portfolio is reduced	Weighted carbon intensity of portfolio is reduced.	2030		Technical (dependent on decarbonisation products available through the market)	TBC

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U. Sustainable Operations and Procurement	1. Drive behaviour change in Southwark's businesses to reduce consumption	U.1.iii	Minimise the carbon footprint of events taking place in public outdoor spaces in the borough		Yes	Enabling	
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2.i	Establish standards of effective carbon reduction, measurement and management within contracts		No	Enabling	
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2.iv	Introduce a carbon neutral aligned procurement policy with workable models for its use and application during the procurement process and contract management		No	Enabling	
U. Sustainable Operations and Procurement	2. Reduce direct carbon impact of procurement contracts	U.2.iii	Ensure that the Social Value review includes sustainability and decarbonisation criteria so that these have a greater influence when bids are being evaluated		No	Enabling	
U. Sustainable Operations and Procurement	3. Decarbonise the council's pension fund	U.3.i	Make the council's pension fund zero carbon by 2030 at the latest and earlier if more zero carbon funds become available sooner		Yes	Direct	

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U. Sustainable Operations and Procurement	4. Embed climate change awareness across the council	U.4.i	All people appointed by the council to take care of Southwark must be well-versed in the effects of climate change on people and nature in Southwark		Existing	Research and Design	Cllr McAsh	Chris Page	The Council delivered climate emergency training to new councillors.		Develop climate emergency training module for staff with HR.
V. Create greener streets with more planting	1. Improved urban greening and biodiversity	V.1.i	Develop Urban Greening Factors for our neighbourhoods through the Early Review of the Southwark Plan	Adopt local Urban Greening Factors for our neighbourhoods through the Early Review of the Southwark Plan if appropriate	Existing	Research & Design / Engagement	Cllr Dennis	Stephen Platts	Preparation of Southwark Plan Policy P58 (Green Infrastructure) for adoption. Very early scoping work has begun for urban greening in the Early Review of the Southwark Plan.		Scope out options for the early review of the Southwark Plan policy P59 Green Infrastructure and undertake new evidence base work as needed.
V. Create greener streets with more planting	1. Improved urban greening and biodiversity	V.1.iv	Review the current approach to the use of pesticides in the public realm to better protect residents, wildlife and promote biodiversity		Existing	Implementation	Cllr Rose	Toni Ainge	During the 2021 growing season: > Cleaning service reduced the number of applications of Glyphosate from three to two > Cleaning service trialled a non-Glyphosate based herbicide on selected roads in the borough	Ongoing trials of non-chemical herbicide	During the 2022 growing season: > Cleaning service to reduce the number of applications of Glyphosate from two to one > Cleaning service to continue the trial of the non-Glyphosate based herbicide on selected roads in the borough > Implementation of the Pesticide Policy
V. Create greener streets with more planting	2. Key sites for biodiversity are identified and protected	V.2.i	Identify potential green corridors between key green spaces/Sites of Importance for Nature Conservation	Identify and adopt potential green corridors and supporting planning policy between key green spaces/Sites of Importance for Nature Conservation	Existing	Research and Design	Cllr Rose/Cllr Dennis	Toni Ainge / Steve Platts	Borough SINCs (Sites of Importance for Nature Conservation) have been reviewed which is available as a map on the ecology pages of the council website.	Scoping of options for green corridors and supporting policy within the Early Review of Southwark Plan.	Identify and consult on options for green corridors and supporting policy within the early review of Southwark Plan.

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U. Sustainable Operations and Procurement	4. Embed climate change awareness across the council	U.4.i	All people appointed by the council to take care of Southwark must be well-versed in the effects of climate change on people and nature in Southwark			Internal training module launches.		2023	2024 - New milestone	Resource	Low
V. Create greener streets with more planting	1. Improved urban greening and biodiversity	V.1.i	Develop Urban Greening Factors for our neighbourhoods through the Early Review of the Southwark Plan	Adopt local Urban Greening Factors for our neighbourhoods through the Early Review of the Southwark Plan if appropriate	Internal Partnership with SNAP team during early review of Southwark Plan 2022.	Complete the Early Review of the Southwark Plan.	Formal consultation on the Early Review of the Southwark Plan.	TBC 2024		Resource Timeline	Low
V. Create greener streets with more planting	1. Improved urban greening and biodiversity	V.1.iv	Review the current approach to the use of pesticides in the public realm to better protect residents, wildlife and promote biodiversity		Draft Pesticide Policy adopted by council.	Draft Pesticide Policy Produced. Implementation of new Pesticide Policy adopted across the council by end of 2022.	Implementation of new Pesticide Policy adopted across the council.	2022 - Missed Milestone	2024	Resource	Low
V. Create greener streets with more planting	2. Key sites for biodiversity are identified and protected	V.2.i	Identify potential green corridors between key green spaces/Sites of Importance for Nature Conservation	Identify and adopt potential green corridors and supporting planning policy between key green spaces/Sites of Importance for Nature Conservation		17 New SINC sites designated. Update geographic information system mapping.	Formal consultation on the Early Review of the Southwark Plan.	2024	2024 for adoption of the SPD 2025 for consultation on the Early Review November 2023 for establishment of BNG systems	Resource Timeline	Low

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U. Sustainable Operations and Procurement	4. Embed climate change awareness across the council	U.4.i	All people appointed by the council to take care of Southwark must be well-versed in the effects of climate change on people and nature in Southwark		No	Enabling	
V. Create greener streets with more planting	1. Improved urban greening and biodiversity	V.1.i	Develop Urban Greening Factors for our neighbourhoods through the Early Review of the Southwark Plan	Adopt local Urban Greening Factors for our neighbourhoods through the Early Review of the Southwark Plan if appropriate	Yes	Enabling	
V. Create greener streets with more planting	1. Improved urban greening and biodiversity	V.1.iv	Review the current approach to the use of pesticides in the public realm to better protect residents, wildlife and promote biodiversity		Yes	Enabling	Further trials required for agreeing policy.
V. Create greener streets with more planting	2. Key sites for biodiversity are identified and protected	V.2.i	Identify potential green corridors between key green spaces/Sites of Importance for Nature Conservation	Identify and adopt potential green corridors and supporting planning policy between key green spaces/Sites of Importance for Nature Conservation	Yes	Enabling	

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V. Create greener streets with more planting	2. Key sites for biodiversity are identified and protected	V.2.iii	Develop, support and expand Southwark's Biodiversity Partnership and their capacity to bid for and deliver local schemes.		Existing	Engagement	Cllr Rose	Toni Ainge	The partnership continues to meet quarterly, share best practice and information, as a group, deliver actions as set out in the Southwark Nature Action Plan (SNAP) and encourage participation by third sector partner groups. Three new members have joined the partnership.		Creation of a group, independent from the council, to increase opportunities to bid for external funding.
W. Increase tree coverage across the borough	1. Tree coverage is maintained and increased, with tree planting encouraged amongst residents	W.1.i	Make Southwark the first inner London council to have over 100,000 trees and endeavour to increase tree canopy to cover 24% of public land		New	Implementation	Cllr Rose	Toni Ainge	Approximately 8,000 additional trees and whips planted from April 2022 to March 2023.	In 2022 -2023 8,092 trees and whips were planted.	20,000 trees are planned for planting by 2026.
W. Increase tree coverage across the borough	1. Tree coverage is maintained and increased, with tree planting encouraged amongst residents	W.1.ii	Work with local people and schools to find locations for and plant 20,000 trees		New	Implementation	Cllr Rose	Toni Ainge	17,000 trees have been planted in the borough. A further 20,000 will be planted on top of this.	17,000 trees have been planted in the borough. A further 20,000 will be planted on top of this. 107 volunteers were engaged in spring 2023 with the Peckham Rye Park Tiny Forest initiative. 6 schools have been engaged in tree planting this season. Potential tree planting sites identified.	Scoping work will be undertaken to identify areas where more trees can be planted and to assess innovative ways of increasing tree canopy cover.

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V. Create greener streets with more planting	2. Key sites for biodiversity are identified and protected	V.2.iii	Develop, support and expand Southwark's Biodiversity Partnership and their capacity to bid for and deliver local schemes.		Partnership continues to be managed by the council. Explore opportunities for third sector partners to apply for all types of funding to deliver biodiversity projects across the borough.	Establishment of an independent biodiversity partnership.		2024		Resource	Low (£5k)
W. Increase tree coverage across the borough	1. Tree coverage is maintained and increased, with tree planting encouraged amongst residents	W.1.i	Make Southwark the first inner London council to have over 100,000 trees and endeavour to increase tree canopy to cover 24% of public land			20,000 trees planted.	20,000 trees are planned for planting by 2026.	2026		Resource	Low
W. Increase tree coverage across the borough	1. Tree coverage is maintained and increased, with tree planting encouraged amongst residents	W.1.ii	Work with local people and schools to find locations for and plant 20,000 trees		Scoping work will be undertaken with local communities and schools to identify areas where more trees can be planted and to assess innovative ways of increasing tree canopy cover.	Scoping work completed.	Number of volunteers reached. Number of schools engaged.	2022 - Milestone Complete	2023 - Updated milestone	Resource	Low

Theme	Goal	Code	Action	Updated Wording for Action	Funding in Place for Milestone	Type of Carbon Saving Attributed to Action	Reason for Missed Milestones
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	The status of funding for this milestone	How carbon will be saved by an action Enabling: those actions that lead to an indirect carbon saving Direct: those actions that lead to a direct carbon saving	Reason for missed milestone
V. Create greener streets with more planting	2. Key sites for biodiversity are identified and protected	V.2.iii	Develop, support and expand Southwark's Biodiversity Partnership and their capacity to bid for and deliver local schemes.		Yes (from existing budgets)	Enabling	
W. Increase tree coverage across the borough	1. Tree coverage is maintained and increased, with tree planting encouraged amongst residents	W.1.i	Make Southwark the first inner London council to have over 100,000 trees and endeavour to increase tree canopy to cover 24% of public land		Yes	Direct	
W. Increase tree coverage across the borough	1. Tree coverage is maintained and increased, with tree planting encouraged amongst residents	W.1.ii	Work with local people and schools to find locations for and plant 20,000 trees		Yes	Direct	

Theme	Goal	Code	Action	Updated Wording for Action	Status	Phase of Action	Lead Cabinet Member	Director	Work Completed in 2021/22	Work Completed in 2022/23	Previous Milestone
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	New/Existing	The phase the action is in: R&D / Engagement / Implementation / Completed / Closed	Councillor responsible for action	Director accountable for action	The work that has been completed to date on this action	The work that has been completed to date on this action	The key milestone(s) that are approaching for this action
X. Residents have greater access to nature	1. Work with local people to create more nature sites, woodlands and urban planting	X.1.i	Develop a community garden plan which includes a new right for residents to have a community garden or food growing plots on their estates		Existing	Research & Design / Implementation	Cllr Rose	Toni Ainge	Total of 108 plots built. Projects in development: consultation for app 82 plots to be built.	A report and full evaluation of the estates improvement pilot has been drafted with considerations for the project going forward. The budget for this work has been agreed. Work on developing the plan for year 23/24 has begun along with the strategy.	Develop the community garden plan.
X. Residents have greater access to nature	1. Work with local people to create more nature sites, woodlands and urban planting	X.1.ii	Designate more land in the borough for allotments		Existing	Implementation	Cllr Rose	Toni Ainge	108 allotment plots created on estates.	150 allotment / gardening plots created for the year to date. This quarter 18 growing plots at Gloucester Grove were completed, alongside a further 15 completed plots at Denmark Hill. A further 24 growing plots at Rouel Road and 7 growing plots at Goschen to be completed in April 23. Alongside the creation of plots, 58 people are now signed up to our newsletter and we have delivered 3 more training sessions to 3 different groups taking the total for the year to 37.	Objective of 200 Plots by 2023.

APPENDIX 2

Theme	Goal	Code	Action	Updated Wording for Action	New Milestone where required	Previous KPI	New KPI where required	Planned Date for Milestone Completion	New Date for Milestone Completion where required	Major Risks to Milestone	Estimated Cost of Milestone
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	The key milestone(s) that are approaching for this action	How progress will be measured against the upcoming milestone(s)	How progress will be measured against the upcoming milestone(s)	When will the milestone(s) be complete	When will the milestone(s) be complete	The major risk(s) to the milestone(s) being completed	The cost of completing the upcoming milestone Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m
X. Residents have greater access to nature	1. Work with local people to create more nature sites, woodlands and urban planting	X.1.i	Develop a community garden plan which includes a new right for residents to have a community garden or food growing plots on their estates			Community garden plan created.		2023	2024 - Updated Milestone	Resource	Low
X. Residents have greater access to nature	1. Work with local people to create more nature sites, woodlands and urban planting	X.1.ii	Designate more land in the borough for allotments			200 plots created.		2023		Resource	Low

APPENDIX 2

Theme	Goal	Code	Action	Updated Wording for Action	Funding in Place for Milestone	Type of Carbon Saving Attributed to Action	Reason for Missed Milestones
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	The status of funding for this milestone	How carbon will be saved by an action Enabling: those actions that lead to an indirect carbon saving Direct: those actions that lead to a direct carbon saving	Reason for missed milestone
X. Residents have greater access to nature	1. Work with local people to create more nature sites, woodlands and urban planting	X.1.i	Develop a community garden plan which includes a new right for residents to have a community garden or food growing plots on their estates		No	Enabling	
X. Residents have greater access to nature	1. Work with local people to create more nature sites, woodlands and urban planting	X.1.ii	Designate more land in the borough for allotments		Yes	Direct	

Theme	Goal	Code	Action	Updated Wording for Action	Status	Phase of Action	Lead Cabinet Member	Director	Work Completed in 2021/22	Work Completed in 2022/23	Previous Milestone
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	New/Existing	The phase the action is in: R&D / Engagement / Implementation / Completed / Closed	Councillor responsible for action	Director accountable for action	The work that has been completed to date on this action	The work that has been completed to date on this action	The key milestone(s) that are approaching for this action
Y. Building and development works alongside and enhances the natural environment	1. Policy is used to protect and enhance the natural environment	Y.1.i	Ensure all of our future council homes projects increase biodiversity		New	Engagement / Implementation	Cllr Rose/Cllr Dennis	Stephen Platts		P60 Biodiversity policy in the Southwark Plan (2022) is adopted and requires an uplift in biodiversity in developments.	Conduct the Early Review of the Southwark Plan. Prepare guidance in Climate Change and Environment Supplementary Planning Document (SPD). Prepare internal processes to evaluate, monitor and enforce biodiversity net gain plans.
Y. Building and development works alongside and enhances the natural environment	1. Policy is used to protect and enhance the natural environment	Y.1.iv	Develop a climate change adaptation strategy		New	Engagement	Cllr McAsh	Chris Page	The council is leading on London Councils Resilient and Green workstream, looking at climate change resilience across London.	Climate Resilience and Adaptation Strategy has been prepared and will be taken to cabinet in July 2023	Publish climate change adaptation strategy in 2022.
Z. Define an offsetting strategy for residual emissions	1. Develop a strategy for residual emissions	Z.1.i	Develop a carbon offsetting strategy to address the emissions not tackled by direct actions in the borough		Existing	Research & Design	Cllr Dennis	Chris Page	No work to date	Initial research underway, including discussions with BIDs and local businesses on their approach to offsetting.	Publish carbon insetting strategy by 2023. This will include a review of insetting opportunities to further reduce carbon emissions in the council's supply chain.

Key:

- Greener Buildings
- Active and Sustainable Travel
- Renewable Energy
- A Circular Economy with Green Jobs
- Thriving Natural Environment

APPENDIX 2

Theme	Goal	Code	Action	Updated Wording for Action	New Milestone where required	Previous KPI	New KPI where required	Planned Date for Milestone Completion	New Date for Milestone Completion where required	Major Risks to Milestone	Estimated Cost of Milestone
Broad area of activity (key at bottom of page)	More specific area of activity	Action code	Most granular level of activity	Most granular level of activity	The key milestone(s) that are approaching for this action	How progress will be measured against the upcoming milestone(s)	How progress will be measured against the upcoming milestone(s)	When will the milestone(s) be complete	When will the milestone(s) be complete	The major risk(s) to the milestone(s) being completed	The cost of completing the upcoming milestone Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m
Y. Building and development works alongside and enhances the natural environment	1. Policy is used to protect and enhance the natural environment	Y.1.i	Ensure all of our future council homes projects increase biodiversity			Complete the Early Review of the Southwark Plan and align it with biodiversity net gain requirements. Publish Climate and Environment Supplementary Planning Document with further guidance to meet biodiversity net gain requirements. Introduce internal processes to evaluate, monitor and enforce biodiversity net gain plans.	Formal consultation on the Early Review of the Southwark Plan and adopt updated planning policy to deliver with biodiversity net gain requirements. Adopt Climate and Environment Supplementary Planning Document with further guidance to meet biodiversity net gain requirements. Introduce internal processes to evaluate, monitor and enforce biodiversity net gain plans.	TBC 2024		Resource Timeline	Low
Y. Building and development works alongside and enhances the natural environment	1. Policy is used to protect and enhance the natural environment	Y.1.iv	Develop a climate change adaptation strategy		Adopt Climate Resilience and Adaptation Strategy in 2023 following public consultation.	Strategy published.		2022 - Missed milestone		Resource Timeline	Low
Z. Define an offsetting strategy for residual emissions	1. Develop a strategy for residual emissions	Z.1.i	Develop a carbon offsetting strategy to address the emissions not tackled by direct actions in the borough		Finish review of offsetting / insetting opportunities to further reduce carbon emissions in the council's supply chain, explore options alongside development of Southwark Green Finance initiative.	Strategy published.		2023		Resource	Low

Key:

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Y. Building and development works alongside and enhances the natural environment	1. Policy is used to protect and enhance the natural environment	Y.1.i	Ensure all of our future council homes projects increase biodiversity		Yes	Enabling	
Y. Building and development works alongside and enhances the natural environment	1. Policy is used to protect and enhance the natural environment	Y.1.iv	Develop a climate change adaptation strategy		Yes	Enabling	To be adopted December 2023
Z. Define an offsetting strategy for residual emissions	1. Develop a strategy for residual emissions	Z.1.i	Develop a carbon offsetting strategy to address the emissions not tackled by direct actions in the borough		Yes	Enabling	

- Key:**
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