

| Theme | Goal | Code | Action | Phase of Action | Director | Team leading action | Work Completed to Date | Upcoming Milestone(s) | Key Performance Indicator of Milestone | Milestone Timeline | Major Risks to Milestone | Estimated Cost of Milestone | Funding in Place for Milestone | Type of Carbon Saving |
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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 | The phase the action is in: R&D / Engagement / Implementation / Completed / Closed | Director accountable for action | The team leading on this action | The work that has been completed to date on this action | The key milestone(s) that are approaching for this action | How progress will be measured against the upcoming milestone(s) | When will the milestone(s) be complete | The major risk(s) to the milestone(s) being completed | Low - Under £100k Medium: £100k - £1m High: £1m - £10m Very High: Over £10m | 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 |
| A. Planning regulations that centre carbon neutrality | 1. Policy is used to improve energy efficiency standards in existing buildings | A.1.i | Define options for energy performance standards, Energy Use Intensity targets and policy response to update to Building Regulations 2022. | Research & Design | Stephen Platts | Planning Policy | Preparation and adoption of Southwark Plan Policy P70 (Energy) | Conduct the early review of the Southwark Plan energy policies in relation to energy performance standards | Complete the early review of the Southwark Plan energy policies and ensure they align with the net carbon zero target by 2030 | TBC 2024 | Resource Timeline | Low | 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 buildings | A.1.ii | Review planning policy to support the retrofiting of heritage buildings to reduce carbon emissions | Research & Design | Stephen Platts | Planning Policy | Adopted Heritage Supplementary Planning Document (SPD) with guidance on retrofiting. Very early scoping work for Climate SPD has been completed. | 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 | Climate Change SPD to go to consultation and then adoption | 2023 | Resource Timeline | Low | 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 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 | Research & Design | Stephen Platts | Planning Policy | Preparation and adoption of Southwark Plan Policy P59 (Green Infrastructure), P50 (Biodiversity) and P65 (Improving Air Quality). Early scoping work of early review of Southwark Plan underway. | 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 | Complete the early review of the Southwark Plan in the context of climate change adaptation, biodiversity and air quality | TBC 2024 | Resource Timeline | Low | 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.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 | Research & Design | Stephen Platts | Planning Policy | Preparation and adoption of Southwark Plan Policy P61 (Reducing Waste). Scoping work of early review is underway. | Conduct the early review of Southwark Plan reducing waste policy (P61) in relation to recycled materials to reduce embodied carbon in new build development | Climate Change Supplementary Planning Document to be adopted | 2023 | Resource Timeline | Low | 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.ii | Ensure compliance with planning policies for improved energy efficiency in all new build properties by creating standardised measuring frameworks | Research & Design | Stephen Platts | Development Management / Planning Policy | GLA guidance on preparing energy statements has been monitored and the validation checklist is up to date | 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 | Consultation on any new / amended policy through Early Review of New Southwark Plan | Consultation by 2023 | Technical (change in legislation) Resourcing Timeline | Low | 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.iii | Approve the Carbon Offset Fund (now called the Green Buildings Fund) within Southwark in Autumn 2021, including governance structure and approach to prioritising spend | Complete | Chris Page | Climate Change | The Carbon Offset Fund has been approved and launched as the "Green Buildings Fund" inside Southwark Council. The Green Buildings Fund is now accepting applicants for capital projects that meet the criteria for selection. Action is now complete. | Action is now complete | | | | | | | 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.i | Highlight best practice and leading examples of decarbonised buildings | Engagement | Stephen Platts | Planning Policy | 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 | Yearly review for content | Ongoing | Resource | Low | 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 service | Not Started | Chris Page | Climate Change | New action, no work to date | Complete a scoping document to identify the objectives of Southwark Green Finance and what initial steps need to be taken for project initiation | Scoping document complete and next steps identified | 2023 | Funding | High | No | 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.v | Establish a free green homes advice service for homeowners to help make homes greener and lower carbon emissions | Implementation | Chris Page | Climate Change | 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 | Scope the key activities of the Green Homes Advice Service | Scoping document for Green Homes Advice Service created | 2023 | Funding | Medium | No | Enabling |
| 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 | Engagement | Chris Page | Climate Change | 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 | Begin to allocate and disperse funds for 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) | 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 | Implementation | Matt Clubb | Regulatory Services - Housing Enforcement Team | 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 | 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). | 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 | 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 | Not Started | Stephen Platts | Development Management & Planning Policy | New action, no work to date | 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 and Environment Supplementary Planning Document (SPD) Update content on planning website to signpost relevant information | Relevant content to be included in Climate Change and Environment Supplementary Planning Document and Old Kent Road Area Action Plan Website updated | Climate Change SPD adoption 2023 Old Kent Road Area Action Plan adoption 2024 Website updated 2022 | Resource Timeline | Low | Partially (with additional resource from Old Kent Road team) | Enabling |

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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 | Not Started | Chris Page | Climate Change | 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. | Launch of advocacy campaign | 2023 | Resource | Low | 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 | Complete | David Hodgson | Corporate Facilities Management & Asset Management Teams | 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. | Action is now complete | | | | | | 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 | Research & Design | David Hodgson | Corporate Facilities Management | Initial work on feasibility assessments for projects totalling approximately £8.7m have begun | Completion of feasibility studies | Feasibility study complete | 2022 | No major risks identified | Low | Yes | Enabling |
| 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 bids | Implementation | David Hodgson | Corporate Facilities Management | Applied for around £4.8m funding from the councils Climate Capital Fund to retrofit 5 library sites and 3 children's centres | Funding to be confirmed and project started | Funding confirmed | 2022 | Funding (not confirmed) | Low | 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 | Implementation | David Hodgson | Corporate Facilities Management | Retrofit work totalling approximately £5m has been completed. This has delivered: <ul style="list-style-type: none"> > six 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 | Depending on the outcome of feasibility assessments, projects totalling approximately £8.7m are predicted to be delivered over 2022-24 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) | Feasibility studies complete and projects started | 2024 | Project management and delivery resources | High (work programme valued at approximately £8.7m) | 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 | Research & Design | Stephen Platts | Sustainable Growth | £25k funding secured for feasibility studies | £25k to be spent on gaining Display Energy Certificates to Council Schools, this will inform which schools need retrofitting | Display Energy Certificates obtained | 2022 | Funding (not confirmed) | Low (£25k) | 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 | Implementation | Stephen Platts | Sustainable Growth | 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 | No further work planned at this time | | | | | | Enabling |
| 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 | Engagement | Stephen Platts | Sustainable Growth | Successful funding bid for a project 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 | Internal council approval for procurement strategy for works and services needs to be gained | Project approval granted | 2022 | Timelines | High (£1.1m) | Yes | Direct |

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| D. Decarbonise operational council buildings | 2. Low-carbon technologies and practices in operational council buildings | D.2.1 | Install clearer, safer, greener LED street and estate lighting across the whole borough | Implementation | Matt Clubb | Traded Services | As of March 2022 approximately 6000 luminaires have been replaced with LED luminaires | Completion of current capital LED programme | 11,000 luminaires replaced with LEDs | 2026 | Technical (delays due to global material shortages) | High (£2.18m) | Yes | 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 | Implementation | Chris Page | Climate Change | All electricity supply for council operational buildings is now from green tariffs | 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. | All council buildings on green energy tariffs | 2023 | Technical (International energy market volatility) | Medium (~300k) | Partially | 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 | Research & Design | Chris Page | Climate Change | 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 | 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 | Yearly targets set Brief colleagues on required emission reductions | 2022 | No major risks identified | Low | Yes | 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 | Engagement | Chris Page | Climate Change | 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 | Initial scoping meeting to be set up to develop terms of reference for network, with schools already signed up to Lets Go Zero | Network to have terms of reference and membership confirmed and the first meeting held | 2022 | Timeline Resource | Low | 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 | Implementation | David Hodgson | Asset Management | 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 | No further work planned at this time | | | | | | 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 | Implementation | David Hodgson | Asset Management | Heat Network Efficiency Scheme - we applied for five separate grants and were successful across the board | Increase in dedicated staffing resource to apply for internal and external funding opportunities including Social Housing Decarbonisation Fund. | Submit bid for SHDF Identify and bid on other sources of funding | 2022 for bids, activity also ongoing | Resource (limited resource to bid for funding) | Low | 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 | Implementation | David Hodgson | Regeneration & Development | > Upgrade to roof insulation in 190 properties, as identified by Warmfront study > Ongoing installation of condensing boilers to replace old inefficient appliances, 1,500 installed in 21/22 > Ongoing programme to replace old communal ventilation systems > Ongoing programme of installing intelligent LED Lighting | Work will continue to complete roof insulation in all properties identified by Warmfront (additional 500) Window replacement project in street properties to receive £1m of funding through Climate Capital Fund Further proposals will be made as part of the Asset Management Strategy to be presented to Cabinet in 2022 | Complete roof insulation in properties identified by Warmfront. Complete window replacement project in street properties. Delivery of Asset Management Strategy to Cabinet | 2022 | Timeline (delays to the Asset Management Strategy) | Very High (approximately £90m to bring up entire stock to EPC C) | No | Direct |
| 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 | Research & Design | David Hodgson | Asset Management (Engineering Services) | 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 | Successful completion of commercialisation and contracts signed | 2023 | Resource Technical (commercial agreement not being reached) Technical (resident legal challenge) | High (£16m) | Yes | Direct |
| 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 | Implementation | David Hodgson | Asset Management (Engineering Services) | 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 | Commissioning Newington heat pump Confirming completion of Consort and Wyndham sites | Confirm the completion of all 3 sites | 2022 | Timeline Technical (heat pumps not achieving performance specification) | High (project capital ~£8m) | Yes | Direct |

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| 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 | Research & Design | David Hodgson | Asset Management (Engineering Services) | The council has identified its highest priority sites in need of investment and written these into the Heat Networks Strategy Paper | 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. | Feasibilities complete | 2022 | Timeline (procurement delays due to supply chain capacity) | Medium (£200k) | Yes | Enabling |
| E. Decarbonise council housing | 2. Replace gas with low-carbon heat technologies | E.2.iv | Implement a standardised measuring framework to ensure compliance with planning policies for improved energy efficiency in all new build Council properties | Complete | Stephen Platts | Housing & Modernisation | We now have standard employers requirements which includes design standards. These standards are updated annually in-line with best practice and so we will consider this action to be closed Action is now complete | Action is now complete | | | | | | Enabling |
| 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 | Implementation | Stuart Davis | Housing & Modernisation | 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 | Identify location, cost scheme and secure funding | First Passivhaus scheme delivered | 2026 | Funding (inflationary build costs) | High | 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 | Implementation | Matt Clubb | Highways | Nearly 500 hangars have been completed as of June 2022 | Install 500 more hangars in the borough, doubling 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) | Yes | Direct |
| 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 | Engagement | Matt Clubb | Highways | Borough-wide consultation pre-pandemic on Commonplace to determine best locations for new cycle lanes | Identify key locations for upcoming cycle schemes | List of schemes approved by cabinet | 2022 | Funding | Low (£25k) | Yes | Enabling |

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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.iii | Increase cycle network coverage across the borough | Implementation | Matt Clubb | Highways | 7.25km cycle network increase since 2019 | Increase signed cycle coverage by 7km | Increase signed cycle coverage by 7km | 2025 | Funding | High | 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 | Not Started | Matt Clubb | Community Transport | New action, no work to date | Commission Cycle Confident for further trainings | Trainings are launched | 2023 | Resource Funding | Low | No | Enabling |
| F. Make walking and cycling easier | 1. Infrastructure, building developments, and policy are designed to facilitate walking and cycling | F.1.v | Review the 10 Streetspace Low Traffic Neighbourhoods over the next 18 months including impact on carbon emissions | Complete | Matt Clubb | Highways | All post June 2020 Low Traffic Neighbourhoods consulted on as part of Experimental Traffic Management Order process, all trials now made permanent | Action is now complete | | 2022 | | | | Direct |
| 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 | Not Started | Chris Page | Climate Change | Pledge on equal pavements made £1m allocated to progress this action | 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 Scoping exercise to determine where best this money could be spent | Scoping exercise complete | 2026 | Resource | £1m | 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 | Research & Design | Matt Clubb | Highways | Design options discussed with consultancy | Develop carbon cost tool for use during design of schemes to put a carbon cost against design options | Approval of carbon cost tool | 2022 | Funding | Low (£50k) | 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 | Implementation | Matt Clubb | Highways | Conway prepare 'carbon dashboard' of material use for highway schemes, to inform more sustainable options. Also includes building energy use and fleet fuel use. | Completion of carbon baseline monitoring | Verified baseline data included in Metis carbon measuring tool | 2022 | Technical | Low | 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.i | Deliver 1,000 more electric vehicle charging points by 2026, so there are more in every neighbourhood | Implementation | Matt Clubb | Highways | Installed to date: Rapid (TfL led) - 11 Fast - 17 Lamp post - 367 | Install 200 EV chargers | 200 EV chargers installed | 2023 | Technical (delays due to global material shortages) | Medium (£400k) | 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) | Implementation | Matt Clubb | Climate Change | Initial research into opportunity for extended EV charging facilities underway | EV Infrastructure strategy implemented | Consultation with relevant stakeholders | 2023 | Resource | Low | No | Enabling |
| G. Discourage the ownership and use of polluting private cars | 2. Electric vehicles are actively incentivised to boost uptake | G.2.iii | Explore the feasibility of emissions-based parking permits as part of review into permits on streets | Complete | Matt Clubb | Parking Enforcement | Parking services already have in place a simple emissions based permit scheme for on-street locations and Paybyphone parking. Electric vehicles are charged the lowest fee for permits. | Action is now complete | | | | | | Direct |
| 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 | Not started | Matt Clubb | Parking Policy | New action, no work to date | Implement estate charging parking policy that is aligned with on-street charging parking policy | Revise fees and charges by 2023 | 2024 | Consultation | Low | No | Enabling |

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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.i | Pilot incentives for residents to give up their cars altogether | Not started | Matt Clubb | Parking Policy | New action, no work to date | 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 | Scoping document complete | 2023 | Resource | Low | 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 | Implementation | Matt Clubb | Highways | 63% coverage to date | 94% borough coverage | 94% delivered | 2025 | Consultation | High | Yes | Direct |
| 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 | Implementation | Matt Clubb | Highways | 41 schools streets delivered to date | Agree target for expansion of school streets delivery | Target for expansion of school streets agreed | 2022 | No major risks identified | High (£2.5m) | Yes | Direct |
| 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 | Engagement | Matt Clubb | Highways | 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. | Input into TfL consultation to protect existing bus services | Retention of existing services | 2022 | Funding (TFL funding cuts have already led to bus route reduction) | High | 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 | Engagement | Chris Page | Climate Change | Network Rail have undertaken long term planning which considers journey impacts of new 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 | Meet with Mayor of London team to discuss lobbying opportunities | Joint approach to lobbying national government on this area agreed | 2022 | Resource | Low | No | Enabling |

| Theme | Goal | Code | Action | Phase of Action | Director | Team leading action | Work Completed to Date | Upcoming Milestone(s) | Key Performance Indicator of Milestone | Milestone Timeline | Major Risks to Milestone | Estimated Cost of Milestone | Funding in Place for Milestone | Type of Carbon Saving |
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| | | | | | | | a funding deal for TfL so that large infrastructure development can be planned Letter sent to Deputy Mayor referencing the need for Bakerloo Line extension | | | | | | | |
| 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 | Engagement | Chris Page | Climate Change | 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 Dennis) | Meet with Mayor of London team to discuss lobbying opportunities on decarbonising the national grid | Joint approach to lobbying national government on this area agreed | 2022 | Resource | Low | No | Enabling |
| 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 | Implementation | Richard Selley | Digital Infrastructure | 31,794 homes with access to fibre broadband and 89 free connections to communities halls | Delivering fibre optic broadband to 6000 units including homes, businesses and community centres. | Delivery of 6000 new units | 2023 | No major risks identified | Low | 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 | Research & Design | Matt Clubb | Regulatory Services | 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. | Collaborate on the Clean Air Logistics for London (CALL) project | Secure funding to support CALL project | 2023 | Funding (match funding from Transport Policy no longer possible) | Low (£10k) | No | Direct |
| 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) | Not Started | Chris Page | Climate Change | No work to date | Behaviour change campaign to be run as part of the external affairs strategy | Launch of behaviour change campaign | 2024 | No major risks identified | Low | No | Enabling |

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| 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 | Not Started | Ben Plant | Climate Change | Phased return to workplace | Develop hybrid working policy | Consult on policy and framework | 2023 | Resource | Low | 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 | Not Started | Chris Page | Climate Change | Most recent staff survey conducted in 2020 | New survey required as part of Covid return to work | Undertake staff travel survey | 2022 | Timeline | Low | Yes | Enabling |
| 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 | Research & Design | Matt Clubb | Climate Change | Initial meeting held with HR to review an example scheme (Cranford EV) | Scoping for salary sacrifice scheme and identify preferred supplier | Agree with HR a preferred scheme that can be adopted by the council | 2023 | No major risks identified | Low | 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 | Implementation | Matt Clubb | Traded Services | Three chargers have been installed at Tooley St and three have been installed at Queens Road. | Identify new locations as part of EV strategy | Publication of EV strategy | 2023 | Resource Funding | Low | No | Enabling |
| 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) | Implementation | Matt Clubb | Waste & Cleansing | 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 | Completion and sign off of waste contract deed of variation 2022 | 2024 | Technical (Industry-wide demand increasing which has extended delivery dates) | High (£1.6m: 5 eRCVs) | Yes | Direct |

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| 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) | Implementation | Matt Clubb | Waste & Cleansing | 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 | Incorporate 4 new electric vehicles into the fleet to replace existing hybrids Adoption of Vehicle Replacement Strategy | 2023 | Timeline Consultation | Low | Yes | Enabling |
| 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 | Research & Design | David Hodgson | Housing & Modernisation | Initial meeting with UK Power Networks held in April 2022 | Review of estates to identify internal projects that can be implemented in conjunction with UK Power Networks work programme on the grid | Review of suitable estates for future projects | 2022 | Resource | Low | 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 | Not Started | Chris Page | Climate Change | 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 | Joint approach to lobbying national government on this area agreed | 2022 | Resource | low | Yes | Enabling |
| 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 | Not Started | Chris Page | Climate Change | No work to date | Update of council website which will allow us to promote information on renewables including financial support | Update of council website | 2022 | Resource | Low | Yes | Enabling |
| 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 | Research & Design | Stephen Platts | Planning Policy | Southwark Plan 2022 adopted including Policy P70 Energy | Completion of early review | Consultation on new and amended policy through Early Review of Southwark Plan (2022). This will be followed by the examination, then adoption of the policy. | June 2023 for Regulation 18 public consultation | Technical (legislation changes) Resource Timeline | Low | Yes | Enabling |

| Theme | Goal | Code | Action | Phase of Action | Director | Team leading action | Work Completed to Date | Upcoming Milestone(s) | Key Performance Indicator of Milestone | Milestone Timeline | Major Risks to Milestone | Estimated Cost of Milestone | Funding in Place for Milestone | Type of Carbon Saving |
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| 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 | Engagement | Chris Page | Climate Change | £400k of funding for community energy projects has been secured from Southwark Council Cllr Dennis provided letter of support for to SE24 and South East London Community Energy CO-OP to bid to GLA's local community energy fund | Working group to be set up to scope potential community energy projects in the borough | Scoping report complete | 2023 | Resource | Low | 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 | Not Started | Chris Page | Climate Change | No work to date | 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 | Scoping report complete | 2023 | Resource | Low | No | Enabling |
| 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 | Research & Design | David Hodgson | Housing & Modernisation | Feasibility studies have started for eight council housing blocks | Completion of feasibility studies | Completion of feasibility studies | 2022 | Technical (proposal not accepted by senior officers or residents) Timeline (procurement) Funding | Medium (£500k) | 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 | Not Started | David Hodgson | Housing & Modernisation | New action, no work to date | If Lead Member Briefing is accepted, two solar projects at two locations will begin | Lead member briefing accepted | 2022 | Technical (uncertainty around regeneration, property, workplace and accommodation strategies) | Medium | TBC | Direct |
| 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 | | David Hodgson | Corporate Facilities Management, Asset Management | Initial work on feasibility assessments for six solar PV projects | Completion of feasibility studies | Feasibility study complete | 2023 | No major risks identified | Low | Yes | Enabling |

| Theme | Goal | Code | Action | Phase of Action | Director | Team leading action | Work Completed to Date | Upcoming Milestone(s) | Key Performance Indicator of Milestone | Milestone Timeline | Major Risks to Milestone | Estimated Cost of Milestone | Funding in Place for Milestone | Type of Carbon Saving |
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| 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 | Not Started | Chris Page | Climate Change | New action, no work to date | Social Value strategy review | > 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 | Resource | Low | 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 | Not Started | Chris Page | Climate Change | No work to date | Develop proposals around a carbon neutral aligned procurement policy | > Initial research and scoping conducted > Dedicated resource in place to progress milestone, including external support if needed | 2023 | Resource | Low | 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 | Implementation | Barry Birkengoff | Finance | Carbon footprint of council pension fund reduced by 50% between 2017 and 2021 | Updates through Investment Statement Strategy (ISS) | Weighted carbon intensity of portfolio is reduced | 2030 | Technical (dependent on decarbonisation products available through the market) | TBC | Yes | Direct |
| 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 | Research and Design | Chris Page | Climate Change | The Council delivered climate emergency training to new councillors | Develop climate emergency training module for staff with HR | Internal training module launches | 2023 | Resource | Low | 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 | Research & Design | Stephen Platts | Planning Policy | 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. | Conduct the early review of the Southwark Plan policy P59 Green Infrastructure and undertake new evidence base work as needed. | Complete the Early Review of the Southwark Plan | TBC 2024 | Resource Timeline | Low | Yes | Enabling |

| Theme | Goal | Code | Action | Phase of Action | Director | Team leading action | Work Completed to Date | Upcoming Milestone(s) | Key Performance Indicator of Milestone | Milestone Timeline | Major Risks to Milestone | Estimated Cost of Milestone | Funding in Place for Milestone | Type of Carbon Saving |
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| 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 | Implementation | Toni Ainge | Parks & Leisure | 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 | 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 | Draft Pesticide Policy Produced Implementation of new Pesticide Policy adopted across the council by end 22 | 2022 | Resource | Low | Yes | Enabling |
| 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 | Research and Design | Toni Ainge | Parks & Leisure | 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 | Review definition of green corridors within the early review of New Southwark Plan and consult on including within formal planning policy | 17 New SINC sites designated Update geographic information system mapping | 2024 | Resource Timeline | Low | Yes | Enabling |
| 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. | Engagement | Toni Ainge | Parks & Leisure | The Southwark Biodiversity Partnership maintain five sites, offering a key contribution to supporting biodiversity in Southwark | Creation of a group, independent from the council, to increase opportunities to bid for external funding | Establishment of an independent biodiversity partnership | 2024 | Resource | Low (£5k) | No | 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 | Research & Design | Toni Ainge | Parks & Leisure | Currently at approximately 91,000 trees with around 20% canopy cover | 20,000 trees are planned for planting by 2026 | 20,000 trees planted | 2026 | Resource | Low | 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 | Research & Design | Toni Ainge | Parks & Leisure | 17,000 trees have been planted in the borough. A further 20,000 will be planted on top of this. | Scoping work will be undertaken to identify areas where more trees can be planted and to assess innovative ways of increasing tree canopy cover | Scoping work completed | 2022 | Resource | Low | Yes | Direct |

