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Funding the plan

Delivery of this action plan is dependent on unprecedented levels of investment in an already challenging financial environment, and the sources for this remain uncertain. The council will lobby and bid to government and elsewhere to secure the significant external funding needed to deliver the actions in full.

The net cost to the council to decarbonise the organisation is estimated to be £248m. This is primarily a capital programme, with £213m of this estimated for the council's housing. The detailed costs of actions in most cases will be dependent on the extent of the activity undertaken, and detailed cost and benefit analysis will be needed at project planning stages.

Prioritising investment appropriately will be critical. The council is developing detailed analysis and plans for its areas of significant direct investment, including the retrofit of its housing stock and corporate properties. This will provide a foundation for assessing the costs and benefits of investment, including the measurement of wider benefits such as fuel poverty and health outcomes, and a framework for prioritising spending. Existing data on the outcomes of retrofit are seldom based on real-world monitoring following implementation and are not considered reliable, so a key aspect of this will include real-world monitoring of outcomes from early works undertaken.

Decarbonising the borough is projected to require investment in excess of £2 billion, for which investment will be needed from government, businesses and residents. The council can lead the way by tackling its own emissions, and by creating the local conditions to enable others in the borough to do the same. The council has direct control over less than a tenth of the borough's emissions however; changes in behaviour and investment are needed from all our residents, businesses and partners to bring about a net zero borough.

Homes, buildings and energy

Housing

Theme 1: Council housing

This is a theme with a high capital cost estimated at £213m, although this figure could vary substantially at the detailed planning stage as the requirements of individual properties and the market are better understood. These actions will require unprecedented levels of investment beyond the council's means alone, and the council will require significant external funding from government or elsewhere to deliver in full on these. To date the council has been successful in achieving a number of grants to initiate these actions.

Objective:

1. Put in place and implement whole house retrofit plans for all Council homes to achieve net zero, that include adaptation measures.

Actions			
Ref.	Action	By when	Wider benefits
H1.1	Develop comprehensive whole house retrofit plans including adaptation measures and integrate into capital works and planned maintenance programmes and budgets.	2021-29	Fuel poverty Green economy Adaptation
H1.2	Develop plans and begin installation of low carbon heat in building types where there is already a strong financial case	2021-23	Fuel poverty Green economy
H1.3	Identify properties that are eligible to apply for funding from the Green Homes Grant, Local Authority Delivery, Renewable Heat Incentive and the Energy Company Obligation	2021-22	Fuel poverty; Green economy
H1.4	Pilot innovative retrofit measures to develop knowledge and requirements of zero carbon measures.	2021-22	Fuel poverty; Green economy
H1.5	Pilot deep retrofit approaches such as Energiesprong and EnerPHit to develop knowledge and requirements of carbon positive housing	2021-23	Operational savings
H1.6	For the council's own housebuilding, by 2022 investigate and begin to apply net zero design standards for operational emissions in new homes, including Passivhaus methodology and standards for energy efficiency, and fossil-free heating systems. Any residual operational emissions will be measured and balanced through investment in renewable energy, in accordance with the London Plan. From 2022/23, develop and implement a staged approach to measuring and reducing embodied emissions from new buildings. This will consider guidance from: <ul style="list-style-type: none"> - UK GBC net zero carbon building framework and feasibilities - LETI Design Guides - RIBA 2030 Climate Challenge - Net zero government design guide - RICs Whole Life Cycle Assessment - Passivhaus methodology and standards 	2022	Fuel poverty; Green economy
H1.7	For Council's own new housebuilding develop knowledge, the impact and expertise of zero carbon standard homes through pioneering pilot projects. For example: <ul style="list-style-type: none"> - UK GBC net-zero, - various Passivhaus standards - BREEAM (for commercial premises) - Home Quality Mark etc. (2 projects up to full planning/pre-contract)	2022-23	Fuel poverty; Green economy
H1.8	Develop one stop shop for whole house retrofit to overcome complexities of end to end process	2023	Green economy
H1.9	Explore partnerships and joint ventures that can support objectives (see Green economy actions)	Ongoing	Green economy
H1.10	Map regional supply chain to understand strength, weaknesses and gaps in the retrofit market. Engage businesses, trade bodies, accreditation and education providers into the local/regional ambitions	Ongoing	Green economy

H1.11	Set up housing resident group to focus on climate change, biodiversity and environmental initiatives, to work in co-production and to communicate to resident groups and residents	Ongoing	Biodiversity
H1.12	Maximise opportunity for biodiversity on estates from grounds maintenance and resident led initiatives	Ongoing	Biodiversity

Theme 2: Private Housing

Objective:

1. Promote and support all owner-occupiers, landlords and renters to retrofit their homes to net zero

Actions			
<i>Ref.</i>	<i>Action</i>	<i>By when</i>	<i>Wider benefits</i>
H2.1	Develop EPC/DEC database and build communication plan to alert properties to MEES regulations	Ongoing	Fuel poverty
H2.2	Continue to promote and enable energy efficiency grant schemes to residents.	Ongoing	Fuel poverty
H2.3	Develop page on climate portal that provides comprehensive information on whole house retrofit, including available grant funding	2022	Green economy
H2.4	Explore Council levers that can be used to encourage owner occupiers and landlords to upgrade their homes	2022	Fuel poverty Green economy
H2.5	Explore potential external partnerships to support and deliver larger scale retrofit projects for the private sector.	Ongoing	Fuel poverty

Planning

Objective:

1. Adopt the highest possible climate standards, and integrate these into planning frameworks, to achieve net-zero developments that secure necessary infrastructure, are well-adapted for a changing climate, and result in a net increase in biodiversity.

Actions			
<i>Ref.</i>	<i>Action</i>	<i>By when</i>	<i>Wider benefits</i>
P1.1	Explore increasing the carbon offset cost from £95/tonne of carbon set by the new draft London Plan to incentivise on-site compliance.	2023	
P1.2	Establish a programme for delivery of projects using the carbon offset fund with details of carbon reduction levels to be achieved	2022-23	
P1.3	Lobby the government to introduce stricter climate standards in building regulations, in particular Part L.	Ongoing	
P1.4	Adopt the highest possible standards for net zero building within development planning, including standards for adaptation to climate change. <ul style="list-style-type: none"> - Update the Planning Guidance Supplementary Planning Document to ensure new development proposals comply with the higher building design and standards in the new draft London Plan - Develop integrated guidance on planning/building regulations - Develop specific guidance for listed buildings and conservation areas 	2022-23	
P1.5	Ensure there is a net increase in biodiversity on all major developments.	In place	Biodiversity
P1.6	Identify and use development areas to create planning frameworks that support and eventually require all buildings and transport on the site to be zero carbon e.g. White City regeneration	2022	

	<i>Ensure development within regeneration areas contribute towards area-wide sustainable infrastructure (e.g. decarbonised energy networks, sustainable transport etc) through updating of Infrastructure Delivery Plans.</i>		
P1.7	Use regulatory planning powers to incentivise and promote low emission vehicles wherever possible and the provision of electric vehicle charging facilities	Ongoing	Air quality
P1.8	Build partnerships with like-minded organisations to help support the viability of net zero development within the Borough	Ongoing	Green economy
P1.9	Establish a programme for delivery of biodiversity net gain offset projects with details of biodiversity gains to be achieved	2022	

Organisations

Theme 1: Council assets

This is a theme with a significant capital cost estimated at £25m, although this figure could vary substantially at the detailed planning stage as the requirements of individual properties and the market are better understood. Some operational savings from energy efficiency and generation measures will accrue to the council from these investments, partially offsetting this investment. These are projected to offer around £4m cumulative savings by 2030, although savings would continue beyond this date. Along with retrofitting council housing, these actions will require unprecedented levels of investment, for which the council will require significant external funding from government or elsewhere. To date the council has been successful in achieving a number of grants to initiate these actions.

Objective:

1. Put in place and implement retrofit plans to achieve net zero, that include adaptation measures for all Council buildings

Actions			
Ref.	Action	By when	Wider benefits
O1.1	Develop a decarbonisation and adaptation retrofit plan to achieve carbon neutrality in all council assets by 2030	2022	Operational savings
O1.2	Continue to fast track identified opportunities for Public Sector Decarbonisation grant funding	2021	Operational savings
O1.3	Identify projects that are in line for maintenance and explore opportunities to include carbon intervention measures	Ongoing	Operational savings
O1.4	Investigate whether carbon reduction requirements can be included in corporate lettings policy / lettings contracts	2023	
O1.5	Ensure decarbonisation plan is aligned and integrated in wider AMS, growth, stock rationalisation and/or disposal strategy	2022	
O1.6	Pioneer renewable and smart grid technologies on our sites	Ongoing	Operational savings

Theme 2: The borough's non-domestic buildings

Actions			
Ref	Action	By when	Wider benefits
O2.1	Develop an easy to navigate online resource for local SMEs. <ul style="list-style-type: none"> - <i>benefits of energy efficiency retrofits and low carbon heat</i> - <i>possible pathways to EPC B</i> - <i>example feasibility studies</i> - <i>potential financing models</i> - <i>signposting the likely impact and suitability of different technologies and intervention</i> <i>local sources of knowledge and suppliers.</i>	2022	Green economy
O2.2	Continue to enforce minimum energy efficiency standards in line with regulations	Ongoing	

O2.3	Explore the option to include information on EPC, energy efficiency through the free 'business support clinics' offered by H&F outlining the benefits of lower fixed costs through energy bills	2023	Green economy
O2.4	Explore the future options to offer business grants to support SME and third sector organisations with measures to save energy, cut costs and reduce carbon emissions	2023	Green economy
O2.5	Launch the H&F Climate Alliance and use as a platform to set a zero-carbon pledge, share knowledge of best practice, procurement and increase collaboration.	2022	Green economy

Energy

Theme 1: Energy management

Objective:

1. Reduce total and peak energy demand in the borough

Actions			
<i>Ref</i>	<i>Action</i>	<i>By when</i>	<i>Wider benefits</i>
EN1.1	Provide detailed information to encourage and support residents and businesses to use less energy and become more energy efficient	2022	Fuel poverty
EN1.2	Develop smart energy plan to ensure that all council energy use is lean and clean.	2023	Operational savings
EN1.3	Initiate the development of heat and power networks, starting with energy master planning to identify potential projects	2021-23	

Theme 2: Energy supply

The council's carbon consultants have modelled an investment of £7m for the council to achieve net zero from its own operations by 2030. This would lead to energy savings with an eventual payback period, typically 15-20 years. As with other areas of investment, the sources of funding for this work are not yet clear.

Objective:

1. Increase the borough's renewable energy use and generation

Actions			
<i>Ref</i>	<i>Action</i>	<i>By when</i>	<i>Wider benefits</i>
EN2.1	Develop council programme to retrofit where feasible solar on council buildings	2023	Operational savings Energy security
EN2.2	Consider investment in large scale renewable farms via the strategic investment fund	2026	Income
EN2.3	Require Energy Strategies for new developments to include proposals to maximise opportunities to integrate solar PV panel installations	2021-24	Energy security
EN2.4	Continue to work with London boroughs to develop joint investment in clean energy for London	Ongoing	Energy security
EN2.5	Initiate and develop community energy schemes	Ongoing	Energy security
EN2.6	Continue with journey of procuring 100% renewable electricity energy across all Council operations.	2021	
EN2.7	Encourage residents and businesses to switch to renewable electricity providers.	2021	
EN2.8	Investigate the impact and options for green gas for the council's estate.	2022-23	

Travel

Theme 1: Travelling less

Objective:

1. Support the local economy and infrastructure to reduce the need for travel.

Actions			
Ref	Action	When	Wider benefits
T1.1	Develop '15-minute neighbourhood' initiatives that ensure local amenities are accessible by walking and cycling as much as possible.	Ongoing	Accessibility; Air quality; Economy; Health
T1.2	Facilitate remote working to reduce the impact of commuting and business travel, including through supporting broadband infrastructure and workplace travel plans.	Ongoing	Accessibility Air quality Economy
T1.3	Work with residents, community groups and champions, and organisations in the borough to improve digital inclusion and access to online social and economic opportunities.	Ongoing	Green Economy Health Air quality

Theme 2: Active travel

Objective:

1. Enable more active travel, such as cycling and walking.

Actions			
Ref	Action	When	Wider benefits
T2.1	Develop street design that further encourages safe cycling and walking and increases active travel journeys.	2023	Health Air quality
T2.2	Expand cycle, cargo-bike and micro-mobility hire schemes	Ongoing	Health Air quality
T2.3	Improve parking facilities for active travel by installing new dedicated active transport parking areas.	2022	Health Air quality
T2.4	Work with employers to plan workplace active travel and improve accessibility and infrastructure.	Ongoing	Health Air quality
T2.5	Expand and improve engagement and education activities to help residents, commuters and visitors switch to walking, cycling and public transport.	Ongoing	Education Health Air quality

Theme 3: Public transport

Objective:

1. Seek improvements in a public transport network that reach all residents..

Actions			
Ref	Action	When	Wider benefits
T3.1	Improve bus reliability and accessibility by protecting and expanding public transport routes.	Ongoing	Health Air quality
T3.2	Promote and harness demand-led innovations to improve the experience of residents travelling by public transport	Ongoing	
T3.3	Create cleaner, greener public transport stops and stations to improve the public realm and encourage more take-up of public transport	Ongoing	
T3.4	Encourage river transport use, and lobby for extra services and electrification of services that call at stops in the borough	Ongoing	Health Air quality

T3.5	Drive greater awareness of public transport facilities by improving signage around the borough and communicating more about the range of public transport options	Ongoing	
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Theme 4: Vehicles and road space

This theme includes an investment in the council's own operating fleet, projected at £19m. Although the upfront costs for electric vehicles are higher, this investment is projected to be substantially recovered by 2030 by the lower operating costs of the fleet (with £7m fuel savings projected by 2030), and taking into account the business-as-usual expenditure otherwise expected on replacing the fleet of around £11m.

Objectives:

1. Support residents and businesses to adopt clean vehicles and car-sharing.
2. Consolidate and electrify the council's vehicles, and increase use of active travel by council services.
3. Use road space to encourage cleaner vehicles, biodiversity, and community and play space.

Actions			
Ref	Action	When	Wider benefits
T4.1	Improve EV infrastructure across the borough including charging points and stations, dedicated parking bays and information to improve access, ensuring every property is within 200m of a charging point by 2026.	2026	Air quality Health
T4.2	Explore road space policies including zero-emissions zones and electric vehicle-only parking bays.	2030	Air quality Health
T4.3	Develop options for traffic, congestion and pollution reduction schemes.	2030	Air quality Health
T4.4	Support businesses through a shared electric van scheme .	In place	Green Economy Air quality Health
T4.5	Continue using parking revenue to invest in active and concessionary travel.	Ongoing	Air quality Health Accessibility
T4.6	Explore ways to incentivise car-sharing and low-carbon travel modes.	2023	Green Economy Air quality Health
T4.7	Increase the electric vehicle fleet in H&F's car club and increase the space available to the car club.	Ongoing	Green Economy Air quality Health
T4.8	Explore time-based reallocation of road space to balance the needs of all road users.	Ongoing	Air quality Health
T4.9	Trial incentives for private driveways to be converted to green space for ecological gain.	2023	
T4.10	Review local planning guidance in line with the new London Plan and its policy for parking availability in new developments.	2022	Air quality Health
T4.11	Investigate the potential for electric autonomous vehicles on H&F's roads to reduce vehicle ownership, improve efficiency and better utilise road space.	2026	
T4.12	Develop a Transport User Group in the Council and Green Fleet policy for the Council's transport requirements.	In place	Air quality Health
T4.13	Drive decarbonisation of contractor fleets with changes to procurement that integrate carbon reduction targets.	2023	Green Economy Air quality Health

Theme 5: Freight

Objective:

1. Work with public and private sector partners to consolidate, reschedule, and electrify deliveries.

Actions			
Ref	Action	When	Wider benefits
T5.1	Investigate expanding our clean last-mile delivery services including H&F's cargo-bike freight scheme and shared electric van scheme	2022	Air quality
T5.2	Investigate consolidation of freight and deliveries in the borough, exploring the role of: <ul style="list-style-type: none"> • Consolidation centres • Receiver led consolidation (i.e. procurement-based consolidation, OOH deliveries etc.) 	2022	Air quality
T5.3	Help develop and enforce delivery and servicing plans amongst the borough's largest businesses and organisations where possible through planning obligations or voluntary provision	Ongoing	Air quality
T5.4	Develop emissions-reducing policies and infrastructure that encourage the transition to cleaner freight, such as electric vehicle charging hubs for larger vehicles, loading regulations and dynamic kerbside management to improve efficiency and reduce congestion.	2026	Air quality

Theme 6: Highways and infrastructure

Objective:

1. Use highways investment to further net-zero objectives, with sustainable materials and infrastructure, and more space for walking, cycling and biodiversity.

Actions			
Ref	Action	When	Wider benefits
T6.1	Prioritise investment in active travel, especially to improve walking, and seek opportunities to reallocate road space.	Ongoing	Air quality Health
T6.2	Improve the resilience and compatibility of our infrastructure against a changing climate.	Ongoing	Adaptation
T6.3	Install green infrastructure when feasible including increasing street trees, parklets, verges and SUDs.	Ongoing	Adaptation Biodiversity Health
T6.4	Increase grey-water storage infrastructure capacity year on year	Ongoing	Adaptation
T6.5	Build partnerships with community groups to increase participation in maintenance of green infrastructure.	Ongoing	Participation Health
T6.6	Ensure circular use of materials in highway maintenance, widen the use of sustainable materials, and explore carbon capture technology.	Ongoing	Adaptation Circular economy
T6.7	Introduce smart lighting to manage energy use and reduce the impact on biodiversity.	2026	Biodiversity
T6.8	Enable green corridors within and alongside highways to improve air quality and increase biodiversity.	2030	Air quality Health Adaptation Biodiversity
T6.9	Investigate the potential for housing and highways land to be converted into a wetland or parkland.	2030	Biodiversity

Things we use

Theme 1: Enabling low-carbon options

Objectives:

1. Improve access to healthy, sustainable food, and reduce food waste.
2. Enable low-carbon living, making sustainable choices visible, accessible and attractive to all.

Actions			
Ref	Action	When	Wider benefits
C1.1	Develop H&F's Food Plan and commissioning with goals to reduce food emissions.	2023	Health; Environmental health
C1.2	Work with schools to offer sustainable and healthy menu options, reduce food waste, and increase the uptake of sustainable school meals. -	2023	Health; Food poverty; Environmental health
C1.3	Lead the way on sustainable food in the council's own procurement, events and premises. -	2022	Health; Environmental health; Cost savings
C1.4	Develop and implement projects with residents, markets, and food businesses to improve community access to sustainable, healthy food, such as the Nourish Hub. -	Ongoing	Health; Food poverty; Environmental health
C1.5	Support schemes to reduce food waste and redistribute surplus food. -	2022	Health; Food poverty; Environmental health
C1.6	Provide materials and support for community initiatives to cooperatively measure footprints and design local sustainable actions. -	2022	-
C1.7	Work on city-wide initiatives with other London partners, and lobby for initiatives that give visibility to consumers over embedded emissions.	Ongoing	-
C1.8	Explore options for incentivising low-carbon choices through local policies, standards, reward schemes, charging, and choice architecture approaches. -	2023	Green economy
C1.9	Explore schemes offering council employees and others alternatives to flying. -	2023	Air quality; Noise pollution

Theme 2: Circular economy

Objectives:

1. Increase the sharing, reuse and repair of consumer goods.
2. Substantially reduce the amount we throw away, and recycle more of our remaining waste.
3. Enable the circular economy as a field of high-quality employment.

Actions			
Ref	Action	When	Wider benefits
C2.1	Develop and promote schemes and resources to share, reuse and repair consumer goods, with attention to high-impact goods such as food, vehicles, clothing, furniture, and electronics.	Ongoing	Environmental health;

	-		Resident savings
C2.2	Update the Recycling and Waste Plan	2023	-
C2.3	Subject to trial and consultation, expand food waste collection and containerisation.	Ongoing	Cost savings
	-		
C2.4	Carry out campaigns, projects and prototypes to increase recycling rates for target materials, resident groups, and locations.	2026	Cost savings; Environment health
	-		
C2.5	Seek to bring in fossil-free collection as part of the Council's waste collection contracts .	2027	Operational savings; Air quality;
C2.6	Support and promote circular economy businesses and employment programmes that increase reuse and reduce waste.	2026	Green economy; Environmental health
	-		
C2.7	Remove single-use plastics from Council premises and events, and support local business to do the same.	2022	Environmental health; Cost savings
	-		
C2.8	Lobby for improvements to national regulations around materials, recycling and waste, and funding to match any expanded powers and responsibilities.	Ongoing	Environmental health

Ecology

Theme 1: Biodiversity

Objective:

1. Understand the borough's ecosystems and communicate their value.

Actions			
Ref	Action	When	Wider benefits
ECO1.1	Carry out a biodiversity (species & habitats) baseline to understand and measure our progress.	2021	-
ECO1.2	Regularly measure and publicise activity to improve on this baseline.	Ongoing	-
ECO1.3	Develop a natural capital accounting approach to quantify the benefits of investment and costs of reduction.	2023	-
ECO1.4	Co-produce a Nature Recovery Strategy / Ecological Emergency Response for the borough, aligning objectives for greening initiatives across Planning, Parks, Highways, Housing and corporate asset management.	2022	-
ECO1.5	Review planning requirements to ensure that the maximum biodiversity net gain (BNG) is achieved from new developments.	2026	Air quality
ECO1.6	Explore interim and long-term sites for an ecology centre.	2026	Education; Green Economy

Theme 2: Green and blue spaces

Objectives:

1. Improve and manage our public green spaces for people, nature and the climate.
2. Celebrate biodiversity, and encourage people to foster nature through their private and community spaces.

Actions			
Ref	Action	When	Wider benefits
ECO2.1	Protect existing habitat and increase targeted habitat to support biodiversity recovery in open spaces. - <i>Ensure at least 10% of each open space is long grass or similarly "wild" habitat. (Biodiversity Commission rec.18)</i>	2026	Air quality
ECO2.2	Ensure our work within parks is informed by recommendations from the Parks Commission.	2023	-
ECO2.3	Leverage the renewal of the grounds maintenance (GM) contract to enshrine management practices in parks that promote biodiversity and reduce net carbon. - <i>Develop the Council's understanding of the carbon storage potential of our natural capital management, including grounds and tree maintenance, planting, and soil conservation (Ecology Officer)</i>	2021	-
ECO2.4	Implement Parks Management Plans and practices that continue to enhance biodiversity (BC Recommendation 21 – enshrine good practices & 27 – GM contract retendering). - <i>Retain standing dead wood as habitat: only remove trees when a significant safety risk (CEEC Recommendation 62)</i> - <i>Reuse of organic waste such as wood chip on-site</i> - <i>SuDS and de-paving (BC Recommendation 20) *</i> - <i>Long grass areas with bulb planting</i> - <i>Hedge planting</i> - <i>Gapping up with whips and other planting</i> - <i>Replacement of bedding with plants that are sustainable and promote biodiversity</i> - <i>New small trees to improve canopy diversity</i> - <i>Pruning to encourage flowering</i>	Ongoing	Air quality

	<ul style="list-style-type: none"> - <i>Community gardening and forest school areas</i> - <i>Emphasis on native fruit trees/trees: apples, plums, pears (CEEC Recommendation 61; BC Recommendation 16)</i> - <i>Work with third sector partners to better publicise environmental initiatives</i> 		
ECO2.5	Deliver the Wormwood Scrubs conservation masterplan (BC Recommendation 28 – retain railway embankment). - <i>Aim to elevate this to a site of Metropolitan importance.</i>	2030	Green economy
ECO2.6	Provide a home for wildlife around Council housing, through wildlife-friendly planting and the provision of items such as bat and bird boxes and insect hotels (BC Recommendation 32).	2026	-
ECO2.7	Increase signage around biodiverse habitat such as long grass to explain and celebrate the benefits of biodiversity (cf. CEEC Recommendation 60 & 76; BC Recommendation 18).	2022	Education
ECO2.8	Work with relevant partners to co-ordinate improvements along the river and canal such as the Canal & Rivers Trust and Thames21. - <i>Explore opportunity to pioneer a plastic collector solution to gather waste on the river or canal (like the Ocean Clean Up Interceptor)</i>	2023	Public realm
ECO2.9	Explore partnerships for innovative uses of open space areas focused on biodiversity recovery and environmental improvement e.g. - <i>Wormwood Scrubs hackspace / outdoor 'green lab' for green solutions. Potential partnership with research institutions and conservation charities.</i>	2026	Green economy; Education
ECO2.10	Maintain and aim to increase Green Flag parks with biodiversity and community participation among their criteria.	2030	Resident involvement
ECO2.11	Provide quick-win incentives for residents to plant biodiversity-friendly species, such as distributing seeds and bulbs.	2022	Education
ECO2.12	Promote and develop greening resources for residents to encourage greater biodiversity and 'green the grey' in private spaces.	2022	Adaptation; Education
ECO2.13	Support private and council tenants and leaseholders with individual gardens to maintain these and support biodiversity. -	2022	Resident involvement; Education
ECO2.14	Work with garden centres to promote biodiversity-friendly planting.	2022	
ECO2.15	Provide platforms such as the garden competition to celebrate and share good practice between residents. -	Ongoing	Education; Resident involvement
ECO2.16	Promote citizen science initiatives such as the Flower-Insect Timed Count (FIT), Big Butterfly Count and the Big Garden Birdwatch.	Ongoing	Education; Resident involvement
ECO2.17	Develop and support volunteer and gardening groups. - <i>Encourage residents to look after their local green spaces during dry weather.</i> - <i>Train local young people to become knowledgeable park rangers with a good understanding of biodiversity and invested in the local area.</i>	2022	Education; Resident involvement
ECO2.18	Work with local community organisations to develop and promote opportunities for residents to learn about the borough's biodiversity.	2022	Education; Resident involvement
ECO2.19	Encourage businesses to provide green spaces and trees on their sites, and to offer environmental volunteering days to their employees.	2023	Air quality
ECO2.20	Work with land managers such as TfL to encourage the greening of potential wildlife corridors through the borough such as railway sidings and verges.	2023	Air quality
ECO2.21	Explore vacant spaces as opportunities for permanent and temporary green projects.	2022	Air quality

Theme 3: Green infrastructure

Objective:

1. 'Green the grey', pursue innovations in urban greening, and mainstream greening into our public works.

Actions

Ref	Action	When	Wider benefits
ECO3.1	Achieve a significant increase in green and blue green roof coverage, and living wall coverage (see Adaptation action plan for detail). -	See Adaptation plan	
ECO3.2	Directly deliver and encourage the implementation of green mitigations for climate risks, including flooding, heat and water stress. <i>Including:</i> - <i>Green roofs and walls</i> - <i>Sustainable Drainage schemes (SuDS)</i> - <i>Street trees</i> - <i>Rainwater harvesting</i>	See Adaptation plan	
ECO3.3	Ensure no net loss of street trees in the Borough and increase these where viable, seeking new opportunities for funding. - <i>Ensure the street tree policy is only to remove trees that are a safety risk or diseased.</i> - <i>Replace end-of-life street trees with native species to increase habitat.</i>	2030	Air quality Adaptation
ECO3.4	Continue to green highways and public spaces, and consider greening opportunities for all highways and public realm redesign projects (see also Adaptation action plan) . -	Underway and ongoing	Air quality; Public realm
ECO3.5	Review H&F's Streetsmart guide to integrate green infrastructure throughout, and deliver the biodiversity and climate aims of the Climate and Ecology Strategy.	2022	-
ECO3.6	Reduce hard surfacing and artificial grass in Parks spaces, except for use to replace existing asphalt, games areas, cricket wickets, and children's playgrounds.	2026	-

Adaptation

Objectives:

1. Understand and communicate H&F's exposure to climate change risks.
2. Ensure our buildings, public spaces and natural capital are resilient to a changing climate and protect people from its impacts.
3. Ensure our communities are resilient to climate change, with strong plans and networks in place, and vulnerable groups protected.

Theme 1: Cross-cutting actions

Ref	Action	When	Wider benefits
A1.1	Adopt a council lead for adaptation to lead work on understanding climate risk, and help mainstream adaptation into capital and other works across departments.	2022	-
A1.2	Undertake analysis to ensure a sufficiently detailed borough-level understanding of our local exposure to climate risk, including: <ul style="list-style-type: none"> - Heat - Flooding - Water stress - Pests and diseases - Food security and trade <p><i>Explore the need to commission an adaptive pathways study for the borough.</i></p>	2022	-
A1.3	Ensure effective, climate-adapted design standards are implemented in new developments through planning, to reduce the risk and impacts of excess heat, flooding, and water shortage.	2026	Fuel Poverty; Health & Wellbeing; Biodiversity; Public realm
A1.4	Embed climate resilience and adaptation into Council climate comms. Particularly focus on heat, flood risks, and water scarcity, and what residents can do to mitigate and adapt.	2021	-

Theme 2: Heat

Ref	Action	When	Wider benefits
A2.1	Analyse the borough's buildings, infrastructure and people vulnerable to high heat, to inform and prioritise adaptation and resilience projects: <ul style="list-style-type: none"> - 	2022	-
A2.2	Provide shading for public spaces where a need is identified, and assess exposure to heat in public realm redesign.	2021-2030	UHI; Health; Biodiversity; Air pollution; Public realm;
A2.3	Ensure the council's housing and housing policies protect residents from excessive heat: <ul style="list-style-type: none"> - 	2021 - 2030	Health; Fuel poverty; UHI
A2.4	Implement cool roofs across the council's housing and corporate estate where appropriate, considering options for: <ul style="list-style-type: none"> - White roofs - Green roofs 	2030	White roof; UHI; Health; Fuel poverty;

	Explore opportunities for durable living walls for cooling and air quality improvements.		Green roof: UHI; Health; Fuel poverty; Biodiversity; Flood mitigation
A2.5	Encourage the retrofitting of cool roofs by residents and businesses, targeting areas with strong urban heat island effects and heat vulnerability.	2022	UHI Health Fuel poverty Biodiversity
A2.6	Identify and implement 'cool spots' for public use during heatwaves. -	Ongoing	Health
A2.7	Promote guidance to all residents on risks and sustainable coping strategies during heatwaves.	Ongoing as needed	Health; Carbon reduction
A2.8	Work with social care, education and children's services providers to ensure that buildings are suitable for rising temperatures, and vulnerable children and adults are protected during heatwaves.	2022	Health
A2.9	Keep H&F's heatwave emergency management plan up to date and embed it into service planning. -	In place	-

Theme 3: Flooding

Actions			
Ref	Action	When	Wider benefits
A3.1	Carry out Lead Local Flood Authority duties and responsibilities, and continue to follow and update current plans and strategies. -	Ongoing	Health; Risk management
A3.2	With the Environment Agency and owners of waterfront assets, ensure hard and soft defences against fluvial/tidal flooding remain adequate. - <i>vegetated terraces; wall-mounted options such as timber ledges</i> - https://www.estuaryedges.co.uk/design-principles/	Ongoing	Health; Risk management Biodiversity
A3.3	Continue to achieve sustainable flood mitigations for surface water flooding from new developments: -	Underway and ongoing	Biodiversity Pollution Public realm Water efficiency and water quality
A3.4	Continue to deliver sustainable flood mitigations for surface water flooding in the public realm: - <i>Currently considered for all highways projects</i>	Underway and ongoing	Biodiversity Pollution Public realm Water efficiency and water quality
A3.5	Implement flood risk mitigations on Council housing estates as part of investment and improvement programmes.	Ongoing	Biodiversity; Public realm
A3.6	Communicate flood risk to residents and explain the actions they can take, and consider where H&F can offer support to deliver these. -	Ongoing	Biodiversity
A3.7	Work with relevant regional partners to deliver a holistic system for water management.	Ongoing	Water waste

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Theme 4: Water stress

Actions			
Ref	Action	When	Wider benefits
A4.1	Work with relevant regional partners to deliver a holistic system for water management.	2023	Flood risk reduction
A4.2	Through planning, deliver where feasible, circular water systems that reuse grey water in new development, and integrated water management strategies (IWMS) in large-scale developments.	Ongoing	Flood risk reduction
A4.3	Meter water usage across council buildings and install water saving devices.	2026	Cost savings
A4.4	Encourage water meters in private buildings, and promote water efficiency.	2023	Flood risk reduction
A4.5	Introduce water conservation measures in parks and grounds maintenance practices.	2023	Flood risk
A4.6	Fit water saving devices in Council homes and estates, through engagement with tenants and voids process.	2026	Flood risk

Theme 5: Supply chain, pests and diseases

Actions			
Ref	Action	When	Wider benefits
A5.1	Work with regional and national partners including the London Resilience Forum to understand and mitigate risks to food supply, and from changing pests and diseases for London.	Ongoing	-
A5.2	Ensure local emergency plans address risks to food availability.	2023	-
A5.3	Maintain and build on food resilience networks developed in response to Covid-19, to ensure effective redistribution of food when needed, and substantially reduce food waste in the borough (see Things we use, food and waste workstream).	Ongoing	Food poverty

Enabling actions

Engagement, education & influence

Theme 1: Work in the open

Actions			
Ref	Action	When	Wider benefits
EEI1.1	Publish the first climate strategy in 2021 and a second strategy in 2026 updated to reflect progress towards our target, improvements in technology, and changes in policy.	2021 - 2026	-
EEI1.2	Publish annual climate and ecology progress reports which highlight success and identify the areas where more progress is needed.	Ongoing	-
EEI1.3	Provide the public with an online overview of our progress towards the action plan.	Ongoing	-
EEI1.4	Publish an accurate and accessible overview of the borough's current emissions.	Ongoing	-
EEI1.5	Provide regular opportunities for other departments, local organisations and residents to be updated on the Climate Unit's work.	Ongoing	-

Theme 2: Amplify community action

Actions			
Ref	Action	When	Wider benefits
EEI2.1	Continue to be guided by various resident-led commissions.	Ongoing	-
EEI2.2	Enable residents to request the council's support in developing their initiatives, when it aligns with the vision for a net zero and ecologically rich H&F.	Ongoing	-
EEI2.3	Regularly promote local climate action including actions directly managed by the council social media and other comms platforms	Ongoing	-

Theme 3: Champion under-represented voices

Actions			
Ref	Action	When	Wider benefits
EEI3.1	Ensure effective co-production on decisions that affect residents, supporting deliberation from a representative group of the community	Ongoing	-
EEI3.2	Expand the community champions scheme to recruit local, trained Community Climate Champions from voluntary and community organisations, schools and businesses to promote the low carbon agenda and the work of the council to their neighbours and peers	Ongoing	-

Theme 4: Build collective knowledge

Actions			
Ref	Action	When	Wider benefits
EEI4.1	Ensure messages on climate and environmental action resonate with under-represented groups	Ongoing	-
EEI4.2	Develop map-based tools to enable participation in the climate action plan, share knowledge and highlight positive actions	Ongoing	-

EEI4.3	Provide carbon literacy training and resources for H&F staff, community champions and young people, to embed climate culture into behaviours and decisions	2022	-
EEI4.4	Provide adult education and training to reskill and upskill, giving people the competencies and opportunities to participate in the green economy and green recovery from Covid-19.	Ongoing	Jobs, skills and growth
EEI4.5	Continue to develop the climate education programme in schools, including: <ul style="list-style-type: none"> Widen teacher participation and accreditation in the EduCCate Global Teacher Training programme, rolling out to all schools across H&F Launch a Climate Education Group Host the first Climate Change Education Conference Publish H&F's Climate Education Guide Undertake mapping of existing climate activity in schools Expand the H&F Mudlarks programme Expand outdoor learning, engaging students and families via a progressive offer of climate-education and outdoor activities. Maximise the benefits from the Healthy Pupil Capital Fund (HPCF) and support community primary schools to make their learning environments as eco-friendly as possible 	March 2021 and ongoing	-
EEI4.6	Work with the Youth Council and Youth Voice Network, encourage Youth Mayors to be active members of climate groups, and facilitate training for interested Youth Councillors to become Community Climate Champions.	Ongoing	-
EEI4.7	Regularly communicate with colleagues across the organisation to build carbon literacy, share knowledge and update progress on climate and ecology actions	Ongoing	-
EEI4.8	Create a dedicated digital space to share knowledge, information and tools on the climate and ecological emergency.	Ongoing	-

Theme 5: Create the conditions for change

Actions			
Ref	Action	When	Wider benefits
EEI5.1	Support our community to reduce the impact of the things we use by developing a Climate Café with a 'Library of Things' that enables sharing and repairing consumer goods, and a community space to talk, collaborate and act.	Ongoing	-
EEI5.2	Explore use of financial incentives, subsidies, and standards to help businesses and residents on their path to net zero (see Things we use C1.8; Green economy GE3.6)	2023	-

Theme 6: Partner and collaborate

Actions			
Ref	Action	When	Wider benefits
EEI6.1	Continue to lobby at a national and regional level for the changes that are needed and on the big decisions such as Heathrow Airport's third runway	Ongoing	-
EEI6.2	Establish a local Climate Alliance of organisations to work towards net zero and collaborate on climate action (see Green Economy actions)	2022	-
EEI6.3	Work with local partners to develop local offsetting initiatives where people's carbon emissions cannot be reduced substantially	2024	-
EEI6.4	Encourage residents and workers to participate in climate action volunteering opportunities by partnering with local organisations that require support	Ongoing	-

EEI6.5	Explore seed-funding and investment opportunities, encouraging and supporting new community carbon reduction ideas or facilitating commercial opportunities by working with partners including Imperial College London	Ongoing	Green growth
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Finance and decision-making

Theme 1: Finance

Actions			
Ref	Action	When	Wider benefits
F1.1	Align our financial planning and capital programmes to our 2030 vision.	March 2022	-
F1.2	Investigate affordable financial incentives the Council can offer where the expected return on investment is good.	2023	-
F1.3	Investigate the business case for launching a green bond to involve our residents in funding climate action, generate investment and engage with our community	2022	-
F1.4	Investigate and understand other instruments and financing opportunities that will become available over the next decade	Ongoing	-
F1.5	Explore a community-based carbon offsetting scheme that promotes community wealth building and invests in local initiatives.	2024	Biodiversity Participation
F1.6	Promote and expand social and crowdfunding opportunities for the climate agenda in the borough by engaging residents and organisations to get involved.	Ongoing	Participation

Theme 2: Pension and investments

Actions			
Ref	Action	When	Wider benefits
F2.1	Understand current strategy in place which aims to achieve carbon neutrality for the LBHF Pensions Fund by 2030 and investigate the potential to expedite decarbonisation of the fund	2030	-

Theme 3: Procurement

Actions			
Ref	Action	When	Wider benefits
F3.1	Assess the current and future portfolio of goods and services commissioned for carbon emissions (building and vehicle related) setting out the priority categories and contracts for action.	2022	-
F3.2	Evolve our procurement policy and management framework (including standard T&Cs and minimum standards) so that it is consistent with our ambition zero emissions and associated policy around value for money,	2022	-
F3.3	Communications, engagement and market management with existing providers – including identifying quicker win actions that can be undertaken through current contracts and programme of recommissions/procurement that are upcoming.	Immediate and ongoing	-
F3.4	Undertake modelling of options and scenarios for managing down our carbon emissions across the portfolio.	2022	-
F3.5	Align the forward plan for contract review and re-procurement and wider commissioning strategies with the climate strategy programme.	2022	-
F3.6	Organisational development and training for key lead officers in commissioning and procurement on low carbon procurement policy.	Ongoing as the plan develops	-

Theme 4: Commercial, innovation and incentivisation

Actions			
Ref	Action	When	Wider benefits

F4.1	Constantly monitor opportunities for grant funding, investments and commercial partnerships - <i>Research investment opportunities and commercial partnerships</i>	Ongoing	-
F4.2	Work and partner with other local authorities, regional bodies and public sector institutions to attract investment and grant funding, using this to share knowledge and maximise opportunities	Ongoing	-
F4.3	Understand the potential for inward investment in green technology and infrastructure by researching, networking and scanning the market for potential opportunities	2022	-
F4.4	Explore opportunities to partner with commercial organisations to deliver actions and projects that aren't feasible for the local authority to complete alone	Ongoing	-
F4.5	Explore innovative financial mechanisms to attract and grow funding and commercial opportunities for renewable energy	2023	-
F4.6	Investigate renewable energy opportunities and investments including the potential for solar, wind, waste and water sources	2022	-
F4.7	Explore and invest in commercial opportunities available in electric vehicle charging point infrastructure, storage and supplying energy to the grid and	2022	-
F4.8	Investigate the potential for carbon capture and storage opportunities when the technology becomes commercially viable for investment.	Ongoing	-
F4.9	Explore investment in local energy schemes in our own buildings and other public buildings in the borough plus community energy projects to provide reliable, low-cost, sustainable energy to residents	Ongoing	-
F4.10	Investigate, invest in and influence the development of district heat networks.	2026	-
F4.11	Investigate investment in local energy storage facilities in underused brownfield sites	2026	-

Theme 5: Decision-making

Actions			
Ref	Action	When	Wider benefits
F5.1	Add climate goal as a core Council value	In place	-
F5.2	Implement governance approaches that consider carbon in decision-making	In place	-
F5.3	Develop strategic officer oversight of the climate programme.	2022	-
F5.4	Ensure corporate and departmental business planning considers carbon footprint to help embed net-zero target.	Ongoing	-
F5.5	Provide regular opportunities for residents to review progress on the climate strategy	Ongoing	-

Green economy

Theme 1: Education, employment, skills and training

Objective:

1. Prepare young people and adults for the green economy, ensuring provision exists that enables residents to access green economy jobs.

Actions			
Ref	Action	When	Wider benefits
GE1.1	Continue to develop the climate education programme in schools (see Engagement and influence actions for detail)	2021	Biodiversity Inclusion
GE1.2	Review our climate education programme and explore whether local green economy content (e.g. business case studies and green career pathways info) could be strengthened	2022	-
GE1.3	Develop a core green skills plan to ensure local supply meets demand, covering: <ul style="list-style-type: none"> - Energy efficiency retrofit - Renewable heating - Low-carbon construction - Solar PV installation and maintenance - Circular economy - Supporting industries as needed e.g. electricians 	2022	Green growth
GE1.4	Use a Sector-Based Work Academy to re-skill people for low-carbon jobs.	In place	Green growth
GE1.5	Explore opportunities for further models for building green economy skills, including rapid reskilling courses and apprenticeships.	2022	Green growth
GE1.6	Investigate opportunities for specialist zero-carbon skills training facilities within further education colleges, e.g. 'Passivhaus lab'	2022	Green growth
GE1.7	Develop generic green skills within local businesses and training provision for various vocations.	2022	-

Theme 2: Supporting existing and new business

Objectives:

1. Support existing low-carbon pioneers, and build H&F as a leader in the green economy
2. Support a green recovery from Covid-19.

Actions			
Ref	Action	When	Wider benefits
GE2.1	Support existing circular economy employment programmes (see Things we use workstream), and develop this as a field of high-quality employment locally.	2022	Environmental health
GE2.2	Invest in greening the Council's and borough's assets, and ensure that local businesses can benefit, to support a green recovery from Covid-19.	2022	Fuel poverty
GE2.3	Develop '15-minute neighbourhoods' initiatives to support local business, access green jobs and encourage active travel.	Ongoing	Air pollution
GE2.4	Convene a local coalition on retrofit representing social landlords, private landlords, retrofit providers, skills providers and others, to build the sector and address the gap between demand and supply.	2023	-

Theme 3: Influencing and collaborating with partners

Actions

Ref	Action	When	Wider benefits
GE3.1	Continue to support cooperation on green objectives among the borough's major employers through the Industrial Strategy Board.	Ongoing	Green growth
GE3.2	Launch the H&F Climate Alliance as a network of local partners working towards net zero.	2022	Green growth
GE3.3	Work with BIDs to influence members and develop low-carbon area-based solutions.	2022	Green growth
GE3.4	Conduct research with local businesses to better understand motivations and barriers for reducing emissions.	2021	
GE3.5	Provide opportunities for local companies to pilot and adopt low-carbon solutions.	2022	Green growth
GE3.6	Develop a 'starting out green' module for start-up training and support.	2022	Green growth
GE3.7	Build on the Covid-19 local food suppliers directory to promote low-carbon options. <ul style="list-style-type: none"> - Investigate how to expand a low-carbon business directory into other areas of business. - Ensure an H&F presence in other sustainable directories, e.g. the repairs directory: https://therestartproject.org/ 	2022	Local economy
GE3.8	Adopt 'tackling the climate emergency' as a category, and/or criterion across all categories, into H&F's Business Awards.	2022	
GE3.9	Develop priorities for application of carbon offset funds, considering the option for SME grants for low-carbon measures.	2022	Green growth
GE3.6	Explore how the Council can use discretionary incentive mechanisms within its business interactions to support businesses to reduce their carbon emissions e.g. <ul style="list-style-type: none"> - Business rates relief - Rents in Council-owned buildings - Parking charges 	2022	