CLIMATE CHANGE DELIVERY PLAN – YEAR 1

1. INTRODUCTION

1.1 Purpose

This Delivery Plan sets out how Merton Council will work towards a reduction in greenhouse gas emissions and adapt to the effects of climate change, within the borough and within the Council's buildings and services in 2021.

1.2 About this document

Merton's Climate Strategy and Action Plan[i] adopted in November 2020, sets a strategic approach and long term actions needed to meet the borough's net-zero carbon targets[1] and adapt to the effects of climate change. It recognised the need for a delivery plan that was agile to changing circumstances; within the Council, in national policy and funding opportunities, and wider innovation and market factors. It also recognised the need to monitor and report progress on a regular basis. The Delivery Plan is intended to fulfil this role.

There are three main components of the Delivery Plan that will be updated on an annual basis. The first (**section 2**) monitors the Council's approach and progress against the actions that were identified in the Merton's Climate Strategy and Action Plan. 8 workstreams have been formed to fulfil the Council's role in delivering Merton's Climate Strategy and Action Plan. This includes a plan to reduce the 2% of emissions that the Council is directly responsible for, and undertake the enabling actions to support others to tackle climate change. **Annex 1** sets out how these workstreams were formed and their governance structure. An explanation of the indicators and emissions are set out in **Annex 2**.

The second (**section 3**) assesses wider factors which give an indication of the likelihood of meeting the net–zero carbon targets.

The third (**sections 4**) sets out how the Council intends to progress action in the following year (January to December 2021); highlighting delivery risks. Delivery actions within each workstream have been identified in discussion with officers and benchmarked against the pace and scale of action required by the Council to effectively support delivery. **Annex 3** sets out key considerations that were made when forming delivery actions. **Annex 4** summarises all priority actions for the following delivery year.

[1] Borough target, net-zero by 2050. Council target, net-zero by 2030

2 THE COUNCIL'S PERFORMANCE IN DELIVERING ITS PART OF MERTON'S CLIMATE STRATEGY AND ACTION PLAN

"A Strategy to Combat Climate Change" sets out the Council's overall approach to delivering its role in Merton's Climate Strategy and Action Plan; summarised in the points below.

- Leading by example through delivery of the 2030 Council target, and considering climate impacts at an early stage in all that the Council does.
- Using our unique position as a Local Authority to empower and influence others to act.
- Focusing our limited resources in areas most likely to deliver a tangible reduction in emissions; maximising funding opportunities where possible.
- Supporting projects which have wider environmental and social outcomes as well as carbon reduction benefits; recognising the need to balance competing objectives.
- Continuing to measure and monitor borough and Council emissions, and the impact of individual actions where possible.

"Green Economy"," Buildings and Energy"," Transport", "Greening Merton" and the *"Council 2030 target"* are the five sections in which long term actions have been set for residents, businesses, landlords and organisations. It also sets out actions that the Council intends to take to reduce emissions from its own buildings and services, and enabling actions to support others to tackle the impacts of climate change. This section monitors Council's performance in relation to the overall approach to tackling climate change and progress against direct and enabling actions assigned to the Council, set out in Merton's Climate Strategy and Action Plan.

"Y0" is the baseline year, showing the set of indicators as seen in 2020; the year Merton's Climate Strategy and Action Plan was adopted. More information on the workstreams and indicators is set out in **Annex 1 and 2**. Some indicators are still in development.

2.1 – Overall performance Y0 (Baseline assessment)

Merton's Climate Strategy and Action Plan can only be successful if progress is transparent and publically accountable, if climate considerations are fully embedded into all Council activities, and there is a degree of public confidence, engagement and empowerment amongst Merton Citizens. The Indicators intended to monitor these overarching success factors will be put in place in early 2021.

Indicators for the Delivery Plan's overall performance	Unit	Value at Y0
Public perception of Council leadership and commitment to the Climate Change agenda	TBC	-
Public feeling on engagement and empowerment to act on climate change issues	TBC	-
Spend on projects which deliver Climate Strategy objectives	£	£2.1M

Public perception of Council leadership and commitment to the Climate Change agenda: An indicator will be developed to monitor public perception through the Council's bi-annual residents' survey. We note that the declaration of a climate emergency by the Council and the Climate Strategy and Action Plan has received unanimous support by all political groups. Climate Change Officers have observed support from highly engaged groups and individuals through the development of the Climate Strategy and action Plan. These organisations and individuals are now looking for evidence that the Council will put in place strong action to combat climate change and have consistently high standards in all areas of the Council.

Public feeling on engagement and empowerment to act on climate change issues: An indicator will be developed to monitor public perception through the Council's bi-annual residents' survey. So far, it has not been possible to gauge the level of action individuals, businesses and organisations that have not yet engaged with the Council are taking to tackle climate change. This applies to the majority of residents and almost all businesses. Those that have engaged with the Council through the Climate Change consultation survey (around 550 residents and 50 businesses and organisations) and on individual matters generally convey a sense that many actions they would like to see happen are not possible without Council or wider Government support. A few organisations and individuals are highly engaged and have already taken concerted action to combat climate change, but we consider that there is significant scope to increase the numbers of residents, organisation and businesses that can be positively engaged on the climate change agenda.

Spend on projects which deliver Climate Strategy objectives: Information on Council spend includes capital, revenue and externally-sourced funding. Around £2M over the year 2019/2020 was allocated; most of which supported the Council's improvement of cycling and walking routes, and cycle training, and improving the energy efficiency of public buildings (including libraries) and schools through the Council's invest to save programme. A summary of climate change spend is set out in the table below.

Sector	Green economy	Buildings and energy	Transport	Greening Merton	2030 target	Other/ cross cutting	**Total**
Spend in 2019/2020	£7,300	£4,500	£1,215,900	£47,700	£786,400	£54,100	**£2,115,900**

Perception of LBM staff on the opportunities and barriers to delivering actions in their work area: The development of Merton's Climate Strategy and Action Plan, and this Delivery Plan, involved a high level of engagement in all Departments. Council officers have observed that generally, staff were enthusiastic about incorporating climate change into their agendas and had a good understanding of the actions that need to take place in order to make progress. Staff will be surveyed to highlight resource and training needs.

2.2 Performance indicators for workstreams – Y0 (Baseline assessment)

The Climate Strategy and Action Plan identifies three major transformations that need to take place in order achieve our net-zero carbon targets; in the economy, in buildings and energy, and in transport. In addition, it recognises the importance of greening Merton and to progress the decarbonisation of the Council's own buildings and services.

"Measuring Success" sets out a series of metrics which indicate the speed at which transformation is expected. These have been mapped onto the eight workstreams set up to deliver the Council's part of Merton's Climate Strategy and Action Plan. Some indicators are still in development, but will be put in place as soon as appropriate information can be sourced.

The indicators are not a direct reflection of the Council's performance, because the emission reduction activity in most cases must be done by others. It does help us to understand where the Council should focus its efforts to support decarbonisation activity in future years.

WS	Workstream Indicators	Unit	Value at Y0	Annual rate of change
WS1: Sustainable consumption and low carbon economy	Number of businesses involved in Merton's business network for climate action	Number	TBC	N/A
	Local Authority Collected Waste	t/y	6,8009	-1,700
WS2: Retrofit of homes, businesses and non-residential building stock	Homes with "good" insulation (EPC A-C)	Homes	18,879	+2,300
	Proportion of total energy use that is local renewable energy	%	10	0.3
	Homes with low carbon heating	Homes	~0	+2,900
WS3: Future new build and regeneration	Number of buildings which is capable of operating at net-zero carbon by 2050 without significant retrofit.	TBC	TBC	TBC
WS4: Transport infrastructure and modal shift	Merton ownership of fossil fuel vehicles	Vehicles	75,614	-2,700
	Merton ownership of ULEVs	Vehicles	1,166	N/A
	Proportion of active travel journeys	%	58	+0.7
	EV Charge points	Charge point	145	100
	Electric or hydrogen bus routes	Routes	0	N/A
	LBM annual mileage claims for petrol and diesel	TBC	TBC	TBC
WS5: Green infrastructure	Canopy cover	%	28%	+0.1%
	Tree numbers on private land	Trees	137,000	+540
	Tree numbers on public land	Trees	80,000	+260

	Change from “grey to green”	TBC	TBC	N/A
WS6: LBM Estate and fleet management	LBM Operational buildings emissions	KtCO2eq	3.70	N/A
	Community Schools emissions	KtCO2eq	4.10	N/A
	LBM Non-operational buildings emissions	KtCO2eq	Not known	N/A
	LBM fleet emissions	KtCO2eq	0.56	N/A
WS7: LBM Procurements and investments	Emissions from LBM procurements	KtCO2eq	1.75	N/A
	Emissions from LBM investments	TBC	TBC	N/A
WS8: Communication, outreach and LBM corporate procedure	See indicators relating to the Council’s overall performance	N/A	N/A	N/A
	Number of projects delivered by the climate action group	Number	0	N/A

2.2 Progress against workstreams

In future years this section will contain a summary of the progress that the Council has made in progressing individual actions as compared to the previous year’s delivery plan. The baseline for this progress report are the intended actions set out in **Section 3** and **Annex 4**.

3. PROGRESS TOWARDS MEETING THE NET-ZERO CARBON TARGETS

"A Strategy to Combat Climate Change" recognises that Merton cannot achieve our climate ambition in isolation, and we are dependent on many wider factors, such as a supportive national policy framework, additional funding and behaviour changes of many individuals, business and organisations.

This section considers the likelihood that the net-zero carbon targets and other aspects of the Merton's Climate Strategy and Action Plan will be met. The main measure is through an annual estimate of greenhouse gas emissions, for which this table represents Y0. Further detail of how the emission estimates were formed are set out in **Annex 2**. Considering the pace and scale of action, both inside and outside of the borough, we also assess the likelihood that progress is sufficient to achieve our net-zero targets.

3.1 – Assessment of emissions and likelihood of meeting net-zero targets – Y0 (Baseline assessment)

Emissions	Unit	Value at Y0	Likelihood of meeting net-zero targets
Total Borough Emissions	Kt CO2eq	708	Low
2050 Green Economy	Kt CO2eq	- [2]	Low
2050 Buildings and Energy	Kt CO2eq	571	Low
2050 Transport	Kt CO2eq	138	Medium
2050 Greening Merton	Kt CO2eq	0.593	N/A
2030 Council Emissions	KtCO2eq	11	Low/Medium

Total borough emissions: Sectors that have the greatest significance in terms of emissions (the green economy, buildings and energy) are also areas where delivery challenges are greatest, the Council has the least control and the resource gaps are widest. Within the current government policy and funding framework it is unlikely that the net-zero targets can be met.

Green Economy: The sustainability of products and services is complex with many impacts occurring outside the borough. Residents and businesses of Merton generally have low influence on the sale and purchase of low carbon products and services. A move to a green economy requires mass behaviour change in purchasing habits for which the Council has a low level of influence. Major economic impacts from Covid could reduce demand of more expensive sustainable options. Promotion of cheaper options (up-cycling/ low meat diets) may have greater effect in the current economic climate.

[2] A greenhouse gas emissions estimate has not been included for the green economy, but is estimated to be roughly four times higher than the total borough estimated emission.

LBM has a strong track record and forward plan on recycling and for local authority collected waste which makes up about half of all waste collected in the borough. Separated waste collection helps residents to recycle, but does little to prevent waste arising; which would have the greatest impact on emissions. The recent change in waste processing from landfill to energy from waste is consistent with the waste hierarchy, but greenhouse gas emissions from energy recovery are still uncertain. The means of collection and treatment of commercial and industrial waste in Merton is divided amongst commercial contracts between businesses and waste disposal companies, over which the council has no control.

Business engagement on the climate agenda appears relatively low at present, in part due to the focus on dealing with the ongoing impacts and potential aftermath of Covid19. There is a significant skills gap in the low carbon economy; particularly in relation to low carbon building and retrofitting which provides a major opportunity to build local jobs within the green skills sector.

Building and energy: Barriers to retrofitting building stock within Merton with low carbon measures (mainly insulation and replacement of boilers with low carbon heating) remain very high, mainly due to high up-front costs, inconvenience of installation, low understanding and priority amongst most home owners and landlords. The exception is solar PV where suitably located efficient panels still offer a pay-back on investment, and the market has developed funding models which reduce up-front costs for consumers. There is no known track record for community energy in Merton.

There is a major policy and funding gap for retrofit at a National level that is needed in order to grow a sustainable transition to low carbon energy in buildings and a move away from gas heating. This has only now started to be filled by short-term funding opportunities such as the Green Homes Grant, the Social Housing Decarbonisation Fund and similar. The Council has low influence in this area that could only be significantly increased through active provision of energy services by the Council.

Ensuring that new build development is capable of operating with zero carbon emissions by 2050 without the need for expensive retrofit is a major opportunity to minimise Merton's retrofit burden. The recently reviewed local plan policies, if adopted, could make Merton the first Council in the UK to introduce policies which require new build development from 2025 to use energy systems and levels of energy efficiency which are compatible with achieving zero carbon emissions on site by 2050 without expensive retrofit. Higher local standards may have a short term impact on development if other London boroughs do not quickly follow suit. Wider national planning reform threatens to remove the power of Local Authorities to set more stringent measures.

Merton is a constrained area in terms of electricity supply. Further work needs to be done to establish the necessary changes to support a transition in energy infrastructure towards electric heating and vehicles.

Transport: Solutions to reducing motor vehicle traffic mainly rely on infrastructure changes to support an increase in walking, cycling and public transport. These are the joint responsibility of the Council and TfL, but tend to be challenging due to physical constraints of Merton's public realm and funding. Parking policy, air quality and Local Implementation Plan (LIP) targets are broadly consistent with a reduction in emissions, and National Government has

encouraged local authorities to accelerate plans for active and sustainable travel through the Covid pandemic. In addition to the progression of these policies, there is an opportunity to plan for a long-term transition of transport infrastructure fit for 2050 low carbon transport. TfL's business plan is consistent with decarbonising public transport in line with Merton's carbon targets, but TfL funding remains uncertain following the change in public transport use through the Covid pandemic. Mayoral elections next year may bring a shift in London-wide transport policies.

Whilst all of these policies are heading in the right direction, a wholescale transition also requires a substantial decrease in motor vehicle use, particularly private cars, where a significant behaviour shift is needed to reverse trends in car ownership. The Council's only major point of influence are the availability of parking spaces and emission-based parking charges.

The accessibility of charge points acts as a barrier to the uptake of electric vehicles. National funding announced in the Government's 10 point plan, accompanied by a move to ban new petrol and diesel cars and vans from 2030 sets a strong strategic direction which opens new opportunities to move from an "on demand" to a strategic and accelerated roll out of EV charge points. The roll out of charge points, whilst ahead of many London boroughs, falls below the number needed to anticipate future demand, and there are untapped opportunities to encourage businesses to add EV charging and bike parking to replace standard private parking bays. Concerns have been raised about the sustainability of battery technology and the "whole life" emissions associated with electric vehicles.

Greening Merton: Merton already has a high % tree cover and strong commitments to ensure protection of parks and open spaces through the open space strategy, local plan and GLA policies. The Council's management of green spaces and the streets is mainly focused on maintenance as opposed to an increase or enhancement of greenery in Merton. Tree planting is broadly consistent with the rate of planting needed to meet a 10% increase in tree cover in green spaces and on streets; in part due to a long-standing partnership with the voluntary sector, particularly Merton's volunteer Tree Wardens, who increase tree planting and support aftercare.

Further opportunities for tree planting in the public realm tend to be small and fragmented, making it challenging and not very cost effective for the Council to improve and maintain in isolation. The removal of funding for previous initiatives such as "Dig Merton" have resulted in spaces that were previously regenerated by volunteers to be neglected, despite potential to significantly increase community planting[3]. Opportunities to increase tree planting on private land are likely to be higher than in the public realm, but are much harder to initiate except where tree protection orders apply and where changes in land use impact on planning decisions. Opportunities to increase vegetation through "grey to green"[4], are currently unknown.

[3] 74% of respondents to the Climate Consultation survey indicated that they would be willing to plant a tree as part of a community planting effort.
[4] "Grey to green" means the replacement of areas of hard standing such as paving, with natural vegetation, including the removal of paving, natural sustainable drainage or flood management, the additional of green walls and roofs,

The concept of natural capital brings together the potential benefits of using blue/green infrastructure[5] to reduce the impacts of hot weather and flooding through shade and sustainable drainage, improve resilience of biodiversity and capture carbon to offset emissions. All of these, to some extent, have been progressed, and further opportunities can be realised through the identification of suitable sites. Benefits could be maximised through a more strategic and integrated approach.

Council 2030 Target: Through a 10 year "spend to save" investment programme, the Council have already reduced emissions on operational buildings and community schools, resulting in a 40% reduction in emissions across the whole LBM estate. This is an excellent achievement, but also makes the substantial shift to a net-zero carbon Council building stock harder to achieve because the most straight-forward and cost effective measures are already in place. The availability of short-term grant funding[ii,iii] has the potential to accelerate works, but the extremely challenging timescales mean that only low level works can be funded unless projects are "shovel ready" and can deliver within a ~6 month timeframe. This is particularly true for Community schools, for which the Council has less control and pose greater delivery challenges.

This year the Council has moved to a 100% renewable electricity tariff, resulting in low carbon power supply across the LBM estate. Most cost-effective solar has been deployed, but there is further opportunity to maximise PV assets through battery storage. The Council has converted 80% of its existing street lighting columns to LED lanterns, and a further 12% are low energy usage. The remaining 8% of legacy will be phased out over the next 10 years through a combination of standard maintenance and CIL[6] funding.

A review of the vehicle fleet has been undertaken to consider options for fleet reduction decarbonisation. Whilst the additional cost of electric vehicles may be compensated by the much lower fuel costs in cars and light goods vehicles, the business case to purchase heavy vehicles such as buses and refuse lorries is much more challenging both in terms of costs and an operational track record. A change will require additional EV charging infrastructure at the Civic Centre, Garth Road and other sites, the cost of which is currently unknown.

Sustainable pensions policy is in place that could serve as a vehicle for zero-carbon investments, but control of investment decisions are shared with other boroughs. Emissions from major procurements are largely unknown, and there is substantial scope to work with existing providers to reduce emissions. The updated Procurement Strategy will contain a commitment to sustainable procurement which serves as a platform to understand and reduce emissions from future procured goods and services.

[5] Blue/Green Infrastructure: Comprises the network of parks, rivers, water covered spaces and green spaces, plus the elements of the built environment, such as street trees, green roofs. sustainable drainage systems, flood storage or water management corridors all of which provide a wide range of benefits and services.
[6] Community Infrastructure Levy

Covid has radically changed patterns of travel for most staff. The greater degree of home working will reduce emissions from travel, but it is not known the extent to which increased fuel consumption from home-working will offset this impact. New staff travel policies provide an opportunity to encourage a greater degree of active and sustainable travel.

4. ANNUAL PRIORITY ACTIONS

The main focus of the actions prioritised for the first year of implementation (January – December 2021), is to set firm foundations from which low carbon policies, projects and programmes can grow within the Council, and to ensure that the Council is in an a position to partner with, support or empower Merton citizens to reduce carbon emissions.

This section summarises the main intended actions for the first year of implementing Merton's Climate Strategy and Action Plan. A full list of priority actions for each workstream is set out in **Annex 4**, and includes a traffic light assessment of the likelihood of delivery each action.

This section also identifies where further actions may be necessary in future to fulfil the Council's commitments under the Climate Strategy and Action Plan. The method of identifying priority actions has been set out in **Annex 1**, which benchmarks actions against expected progress towards net-zero carbon.

The assessment of actions and potential future gaps has resulted in a "RAG rating" for each workstream, showing the likelihood of successful delivery of actions to the scale required to fully support Merton's Climate Strategy and Action Plan. The criteria that the risks were assessed against are set out in **Annex 2**.

4.1 Summary for intended Delivery in year 1

WS	Work stream risk assessment	RAG Rating at Y1
1	Sustainable consumption and low carbon economy	Red
2	Retrofit of the residential and non-residential building stock	Red
3	Future new build and regeneration	Amber
4	Transport infrastructure and modal shift	Amber
5	Green infrastructure	Amber
6	LBM Estate and fleet management	Red
7	LBM Procurements and investments	Amber
8	Communication, outreach and LBM corporate procedure	Amber

WS1: Sustainable consumption and low carbon economy (RAG rating Red): Delivering this work stream will require significant behaviour changes from Merton's residents, businesses and organisations, to drive sustainable consumption habits and enable a transition to a low carbon economy. In 2021, the Council intends to deliver targeted communications and engagement to encourage behaviour change; the Council will look to work with local partners within the borough to maximise the impact and reach of this engagement. The level of public appetite for this across the borough is currently unknown, particularly amongst groups that have been typically harder to engage.

The Council will continue to deliver initiatives which promote a circular economy such as the Morden Library of Things and the Pollards Hill Circular Economy Hub. Community projects will also continue to be supported through the Neighbourhood Fund (e.g. Sustainable Merton's Community Fridge and Community Champions).

Limited council resources and funding fall short of the sort of action required to influence behaviour across the borough at the pace and scale of change required. In the context of current government funding, financial support for future projects is unlikely to increase within Merton, so increased focus will be put on finding external partners and applying for funding external to the Council. For example, in 2021 the Council will be supporting a recycling on-the-go campaign being delivered as part of the Wimbledon Championships to pilot new on-street waste infrastructure and behaviour change nudges, which could then potentially be implemented elsewhere in the borough. The Council will also look to foster community action through the Climate Action Group in 2021. The Council is also currently involved in cross-borough programmes via the South London Partnership and London Councils to lobby for faster change in promoting a low carbon economy, and to identify opportunities to drive a green recovery from Covid. These discussions will help identify priorities and what other mechanisms are needed to create a fully green and circular economy in Merton.

Understanding of low carbon skills, knowledge and behaviours in local businesses is currently limited. The Council will work with local partners to promote sustainable behaviours in local business through initiatives such as the Merton Business Network for Climate Action, Merton's Best Business Awards, the Climate Action Group and the South London Knowledge Exchange Project. The Council will also progress cross-borough discussions with London Councils and the South London Partnership to better understand the low carbon skills gap, and to identify the upskilling required to meet carbon reduction commitments, with a focus on the training needed to deliver retrofit across Merton using platforms such as the Mayor's Construction Academy for south London. Opportunities to embed low carbon behaviours, jobs and skills through Council regeneration projects such as the Morden town centre regeneration will also be considered. Work is ongoing within the South London Waste Partnership to baseline carbon emissions from the processing of local authority collected waste, and to consider mechanisms to reduce emissions from the collection and treatment of waste.

WS2: Retrofit of the residential and non-residential building stock (RAG rating: Red): The Council has a strong understanding of the need to decarbonise the building stock in Merton and will continue to connect homeowners and business owners with initiatives to encourage retrofit on a local (such as Ecofurb), regional (such as Solar Together) and National (building regulations, heat strategy and funding such as the Green Homes Grant) level. These initiatives reduce some barriers to help "able to pay" households afford low carbon measures. Whilst helpful, this action falls far short of stimulating the very substantial and sustained ramp up of retrofit required, both in terms of the number of buildings and depth of low carbon measures needed to achieve zero carbon homes by 2050. Lobbying for a national strategy for retrofitting existing homes, offices, schools etc. to be low carbon, followed by a supportive policy and long-term funding framework is a priority.

Besides lobbying, options for the Council to accelerate a change in the area are limited, but the Council will undertake to do the following: (1) consider options to take a more active role in energy service provision, (2) support community energy, which will be done through the Climate Action Group, and (3) consider options to enforce minimum energy efficiency standards in rented accommodation.

The Council is in a strong position to work with partners with substantial building assets, such as housing associations and public health. There is the potential to take a more strategic and proactive approach to supporting retrofit in fuel poor households who are less able to pay and work more actively with social housing providers and make the most of available funding such as the Green Homes Grant Local Authority Delivery Fund (application successful) and potentially though the Social Housing Decarbonisation Fund.

WS 3: Future new build and regeneration (RAG rating: Amber): Draft Local Plan policies are consistent with achieving the net zero targets for new builds but delivery is dependent on the outcome of the consultation and government policy; including Building Regulations and the impacts of government's fundamental reforms of the wider planning system. Funding is being sought to develop an energy masterplan to ensure that Merton has the capability to make a transition from gas heating to low carbon alternatives and fossil fuel transport to electric.

Technical advice on achieving regeneration projects that are future-proofed to be net-zero carbon has been sought through funding from the UK Green Building Council and the Heat Network Delivery Unit and incorporated into plans, but are as-yet untested in the market place.

WS 4: Transport infrastructure and modal shift (RAG rating: Amber): Transport policies already have a strong focus towards active and sustainable travel through the Local Implementation Plan (LIP3), the air quality action plan and emission-based parking charges. The Council will review short term funding priorities for LIP 3, but the availability and scope of TfL funding to support LIP priorities remains uncertain. The Council will continue with the air quality action plan. Programmes to support active travel, such as cycle training, "Pedal My Wheels" and "Walk 4 Life" will continue. The implementation of new emission-based parking changes will take place in spring/summer 2021, pending Cabinet approval. In addition, the Council will work towards a long-term transport plan to develop integrated cycling, walking and EV charging networks. Public Right of Way near to schools have been and will be subject to a review to encourage children to walk safely to school, subject to available funding.

The Covid-19 Transport Strategy has enabled an acceleration of action. Experimental traffic orders and new funding has enabled the implementation of 26 school streets and 4 low traffic neighbourhoods and improvements to a number of cycle lane which, if successful, could pave the way for an expansion of measures to reduce vehicle use. The Council will consider making these permanent where feasible and take advantage of funding opportunities that will allow a further expansion of active travel measures. Public Right of Way have been and will be reviewed to encourage children to walk safely to school, subject to available funding. The Council will continue to actively work with TfL to encourage low emission alternatives to motor vehicles, including low-emission capable taxis and car clubs. The Council's ambition to increase the deployment of EV charge points is currently limited by available funding.

The Council is developing new staff travel policies to support a reduction in motor vehicle use by Council staff in favour of active travel. These will be implemented next year, supported by increased capacity of the Civic Centre car park for bikes and electric vehicles.

WS 5: Green infrastructure (RAG rating: Amber): The maintenance of green spaces and tree replacement programme continues, with some additional CIL funding to plant street trees, and through the Neighbourhood Fund for community planting, including the Mitcham based "Growing Together" project. The Council will continue to support the development of community-based planting projects, seek suitable sites for planting and apply for external funding. The Council is intending to develop a tree strategy next year; a plan for managing trees within the Council's administrative area. A consultation on Local plan policies, including those relating to green infrastructure, will conclude this year.

WS 6: LBM Estate and fleet management (RAG rating: Red): The Council is in the process of applying for grant funding to install decarbonisation measures in 8 operational sites and 2 community schools. If grant funding bids are successful, this short term funding will accelerate action to decarbonise the LBM estate, but overall falls significantly short of the pace needed to meet the Council's 2030 target. The Council will be putting in place a plan to achieve net-zero carbon across the whole Council estate through the application of GLA funding (RA-W[7]). This will result in major decarbonisation proposals, including the Civic Centre, the delivery of which is likely to be dependent on the application for external funds such as the next round of public sector decarbonisation funding. The Council has moved to a 100% renewable energy tariff which supplies low carbon electricity to all operational buildings, street lights and many schools. Replacement of the remaining lamp columns with low energy lighting will continue. Options on fleet decarbonisation and charging infrastructure will continue to be considered, but are dependent on the business case and available funding. Expansion of cycle parking at the Civic Centre and York Close are expected to be completed by the end of 2021.

WS 7: LBM Procurements and investments (RAG rating: Amber): A review of major procured services has been carried out to identify which are most likely to have significant greenhouse gas impacts. The Council will seek to increase engagement with companies who hold existing contracts to understand their carbon impact and consider actions to reduce emissions on a voluntary basis. So far, active discussions are being undertaken with services providers for the maintenance of highways and green spaces, waste collection and processing, and for the planned letting of the school catering provision. For future contracted services, changes to policy and guidance will be considered to ensure that emissions associated with procured services can be estimated and reduced where feasible, balancing the need to reduce emissions with the potential additional costs of services.

Over the last few years, while ensuring the Merton Pension Fund investments deliver the expected returns to meet the members benefits and to keep the employers' contribution stable, the Council has made sure as a Fund we move out of fossil fuels towards low carbon, sustainable and renewable energy sectors. This is part of our continues journey to decarbonise the portfolio in line with our carbon reduction target. Environmental, Social and Governance (ESG) and climate change factors have been incorporated into the Fund's Investment Strategy and this is formalised in our Fund's Investment Belief Statement.

[7] Retrofit-Accelerator – Workplace Fund; formerly known as RE:FIT

WS 8: Communication, outreach and LBM corporate procedure (RAG rating: Amber): The establishment of a climate communication strategy and a Climate Action Group is ongoing to increase communications and outreach relating to all aspects of Merton's Climate Strategy and Action Plan . There are further opportunities to progress the low carbon agenda through "Merton the Place" and the implementation of the recently adopted Community Plan. Despite this significant step up in engagement, we don't yet know whether the engagement will reach groups which are typically under-represented such as the economically disadvantaged, vulnerable groups or BAME.

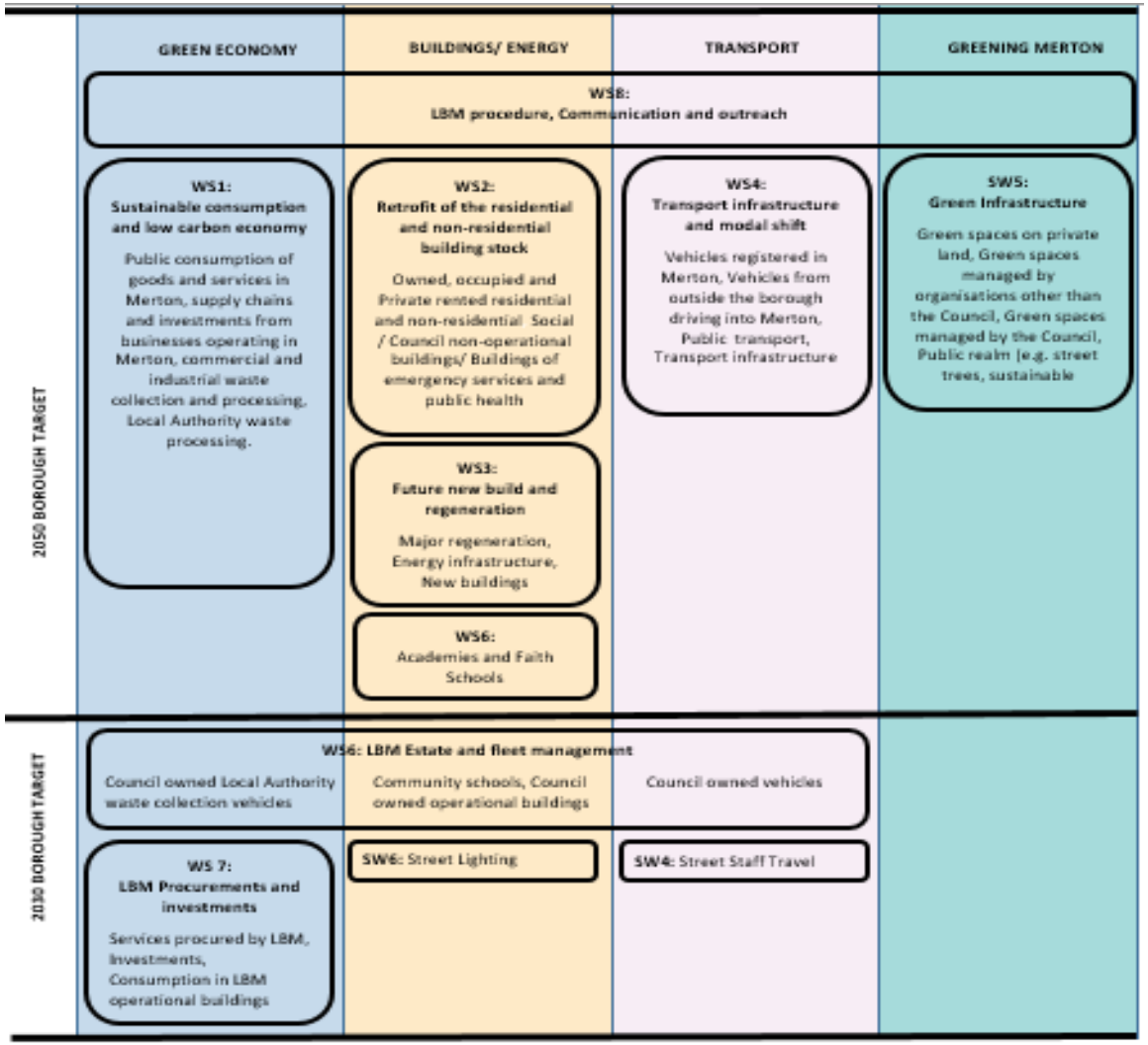
The Council will investigate mechanisms to ensure that climate change is considered when taking decisions on significant spend or policies, and training will be delivered to equip staff with the skills and knowledge to assess the impact of climate change in their areas of work. More broadly, efforts to encourage "sustainable staff behaviour through the "Green and Healthy Guardian's" group has temporarily paused, as staff's activities have significantly changed due to the Covid pandemic.

ANNEX 1: CLIMATE CHANGE WORK PROGRAMME

Workstreams

Eight workstreams cover all areas where carbon emission reductions are required, but are designed fit in with existing departmental structures and processes to make monitoring and oversight more efficient. The figure to the right shows how the eight workstreams map onto the key areas of the Merton's Climate Strategy and Action Plan.

The aims of each of the workstreams are summarised in the table below. Aims that "encourage" action show where the Council does not have direct control on emissions, but is seeking influence or support others to reduce carbon emissions.



Summary of workstreams

Work stream	Key aims	Lead department
Workstream 1: Sustainable consumption and low carbon economy	Encourage consumers to reduce their carbon footprint through the purchase of local and sustainable goods and services, preventing waste and reusing/ recycling where possible. Encourage businesses to provide local and sustainable products, minimise waste, reduce greenhouse gas emissions from supply chains and provide clear information to customers about sustainable products. Encourage businesses to foster low carbon practices from staff and corporate functions such as finances. Reduce emissions from the processing of Local Authority collected waste using the principles of a circular economy.	Environment and Regeneration
Workstream 2: Retrofit of homes, businesses and non-residential building stock	Encourage home owners and landlords to retrofit energy efficiency measures in existing homes and non-residential buildings across the borough. Encourage home owners and landlords to install locally produced renewable energy. Encourage residents and business to take up low carbon heating.	Environment and Regeneration Community and Housing
Workstream 3: Future new build and regeneration	Enable all new developments and LBM regenerated public spaces in Merton to be zero carbon capable without expensive retrofit by 2025. Ensure all new developments and LBM regenerated public spaces are designed to be adapted to the impacts of temperature change and support the major decarbonisation transitions in energy, transport and the economy. Ensure utility companies' energy infrastructure supports a transition to low carbon energy use in the borough.	Environment and Regeneration
Workstream 4: Transport infrastructure and modal shift	Encourage consumers to decrease the number of petrol and diesel vehicles. Encourage people living, working and studying in Merton to increase active and sustainable travel. Develop walking, cycling and electric vehicle infrastructure. Encourage government and TfL to accelerate the decarbonisation of public transport. Encourage sustainable and active travel amongst LBM staff.	Environment and Regeneration

Workstream 5: Green infrastructure	Encourage additional planting on private land. Increase tree cover on appropriate public land (in keeping with the open space strategy). Deliver green infrastructure projects. Encourage increased public participation in community planting.	Environment and Regeneration
Workstream 6: LBM Estate and fleet management	Decarbonise LBM operational buildings by 2030. Decarbonise LBM Community schools by 2030. Decarbonise all council owned non-operational buildings by 2050. Encourage the decarbonisation of all Academies and Voluntary-aided schools by 2050. Ensure all Council-owned buildings are adapted to the impacts of temperature change and support the major decarbonisation transitions in energy, transport and the economy. Decarbonise LBM's owned fleet (including waste collection fleet) by 2030.	All Departments
Workstream 7: LBM Procurements and investments	Reduce greenhouse gas emissions associated with goods and services procured by LBM on behalf of Merton residents. Reduce greenhouse gas emissions associated with LBM investments such as pensions.	Corporate Services
Workstream 8: Communication, outreach and LBM corporate procedure	Ensure that LBM staff and Councillors understand how to consider climate change in their work areas and feel empowered to act. Ensure effective communication of climate messages reach all residents, businesses and organisations in Merton especially in the east of the borough. Ensure that residents, businesses and organisations feel empowered to act to reduce emissions and adapt to the impacts of climate change.	All Departments

Governance

The Delivery Plan will be regularly reviewed by Cabinet and the Overview and Scrutiny Commission, who have responsibility for overseeing the delivery of Merton's Climate Strategy and Action Plan. The Sustainable Communities and Transport Partnership will form the main external stakeholder engagement and will be invited to review the plan on a regular basis.

ANNEX 2 – FORMING A BASELINE ASSESSMENT FOR MERTON'S CLIMATE STRATEGY AND ACTION PLAN, AND DELIVERY PLAN

Indicators for the overall delivery plan

There may not be a direct correlation between emission reductions and the success of the Delivery Plan, because the plan only covers actions undertaken by the Council; most of which are enabling and do not reduce emissions in themselves. The following indicators are being developed to test progress against the wider aims set out in the Climate Strategy and Action Plan, considered on an annual basis.

- Public perception of Council leadership and commitment to the Climate Change agenda, tested through the bi-annual survey (TBC).
- Public feeling on engagement and empowerment to act on climate change issues; tested through the bi-annual survey (TBC)
- Spend on projects which deliver Merton's Climate Strategy and Action Plan objectives (internal and external), gathered from finance leads on an annual basis.

Performance indicators for workstreams

A set of indicators, set out in Merton's Climate Strategy and Action Plan under *"Measuring Success"*, do not directly measure emissions but provide information about the rate of progress for important aspects of the plan. These provide more granular information relating to the speed at which change is taking place within Merton, compared to monitoring greenhouse gas emissions alone. It does not directly indicate the Council's performance, but may indicate where Delivery Plan needs to be adapted to better support emissions reduction across the borough.

Progress against workstreams

Individual actions within each workstream will be assigned a RAG rating based on the likelihood of achieving this action within the resources and timescales available to the Council. These are used to indicate where resource or other barriers may prevent action being completed on time.

RAG definitions for individual actions

Green	High likelihood that the action will be completed. The completion of the action will be to the depth and quality expected to fulfil its part in the workstream.
Amber	Likelihood that the action will not be completed to the depth and quality needed to fulfil its part in the workstream.
Red	High likelihood that the action will not be completed, or fall well short of the depth and quality needed to fulfil its part in the workstream.

Using the score of individual actions Climate Change officers have undertaken a risk assessment over all workstreams, identifying where the sum of the likely activity will fulfil the obligations set out in the Climate Strategy and Action Plan.

The table below shows how the RAG ratings have been defined for the workstreams overall.

RAG definitions for workstreams

Green	Most council actions within this workstream are likely be sufficiently funded and progress well. The total of the actions within this workstream is sufficient for the Council to effectively reduce its own emissions in line with the net-zero target and/or support others to reduce emissions, consistent with meeting the obligations set out in Merton's Climate Strategy and Action Plan.
Amber	Some or all actions within the workstream may not be progressed to their full extent, due to resource, policy or other barriers. This may result in the Council not reducing its own emissions in line with the net-zero targets, or not supporting others to reduce emissions, consistent with meeting the obligations set out in Merton's Climate Strategy and Action Plan,
Red	It is highly likely that some or all actions within the workstream will not be progressed, due to resource, policy or other barriers. This is likely to result a significant shortfall in the Council not reducing its own emissions in line with the net-zero targets, or not supporting others to reduce emissions, consistent with meeting the obligations set out in Merton's Climate Strategy and Action Plan.

Greenhouse gas emissions

The main measure of progress towards the net-zero carbon targets will be through an annual estimate of greenhouse gas emissions in relation to the 2050 and 2030 targets. Greenhouse gas estimates rely on national datasets which may be 1-2 years old, so cannot give a strong real-time indication of emission reductions or show the impacts of specific local actions.

For the 2050 target, the data is collected by fuel source and can therefore be used to individually track progress against energy use in buildings, transport and land use. The scope of the greenhouse gas inventories does not include emissions from consumption at present so cannot be used to track progress towards a green economy.

For the 2030 target, emissions data is collected from operational buildings, council-owned and operated vehicles, and emissions associated with contracted work in relation to waste collection, the maintenance of green spaces and highway maintenance. It cannot be used to track emissions from investments, other procurements and staff travel. The intention is to include all emissions where the data is available.

Progress against Net-zero targets

Climate Change officers will undertake an assessment of the strengths, weaknesses, opportunities and threats for the 5 areas set out in Merton's Climate Strategy and Action Plan. This includes action taken by the Council but also wider factors. This will lead to a "high, medium or low" judgement about the likelihood that Merton is on track to deliver its greenhouse gas emission targets.

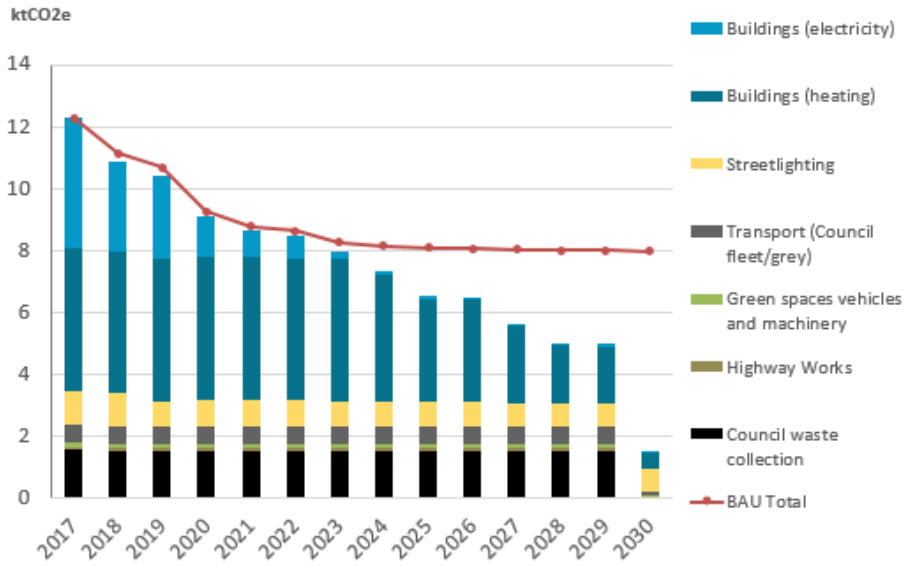
ANNEX 3 – IDENTIFICATION OF DELIVERY ACTIONS

Use of evidence in identifying delivery actions

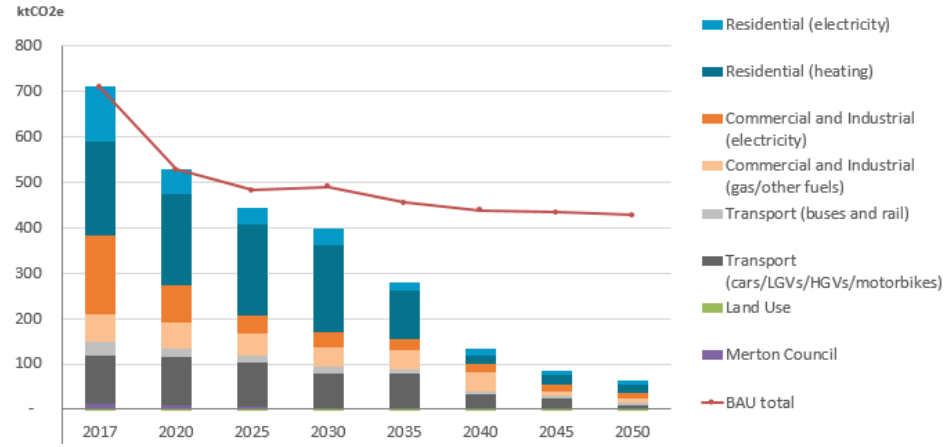
The London Borough of Merton Climate Action Support[iv], written by Aether, was commissioned to provide the main evidence and analysis that underpinned Merton's Climate Strategy and Action Plan, and has been used to make informed judgements on how the Council might deliver its carbon reduction commitments. For emissions included in the Council's greenhouse gas inventory, net-zero pathways inform the scale of emissions reduction needed, and the speed at which change is technically feasible.

The Strategy includes areas that were not part of the net-zero pathway analysis for Merton, where impacts cannot be accurately estimated, but where a wider evidence base shows that it is important to address the impacts of climate change. For the 2050 targets, these include emissions that occur outside the borough, arising from economic activities such as the provision of goods and services, and waste processing within the borough (mainly in the "*Green Economy"* section). It also includes adapting to and preparing for the impacts of climate change, such as prolonged and more intense spells of hot weather or flooding (mainly in the "*Greening Merton" and "Buildings and "energy"* sections). For the 2030 target, it relates to the carbon footprint of investments and some of the goods and services procured by the Council. In these cases, other evidence has been used to identify the necessary actions needed.

Net-Zero Carbon Pathway for the Council 2017-2030



Net-Zero Carbon Pathway for the Borough 2017-2050



Direct versus enabling actions

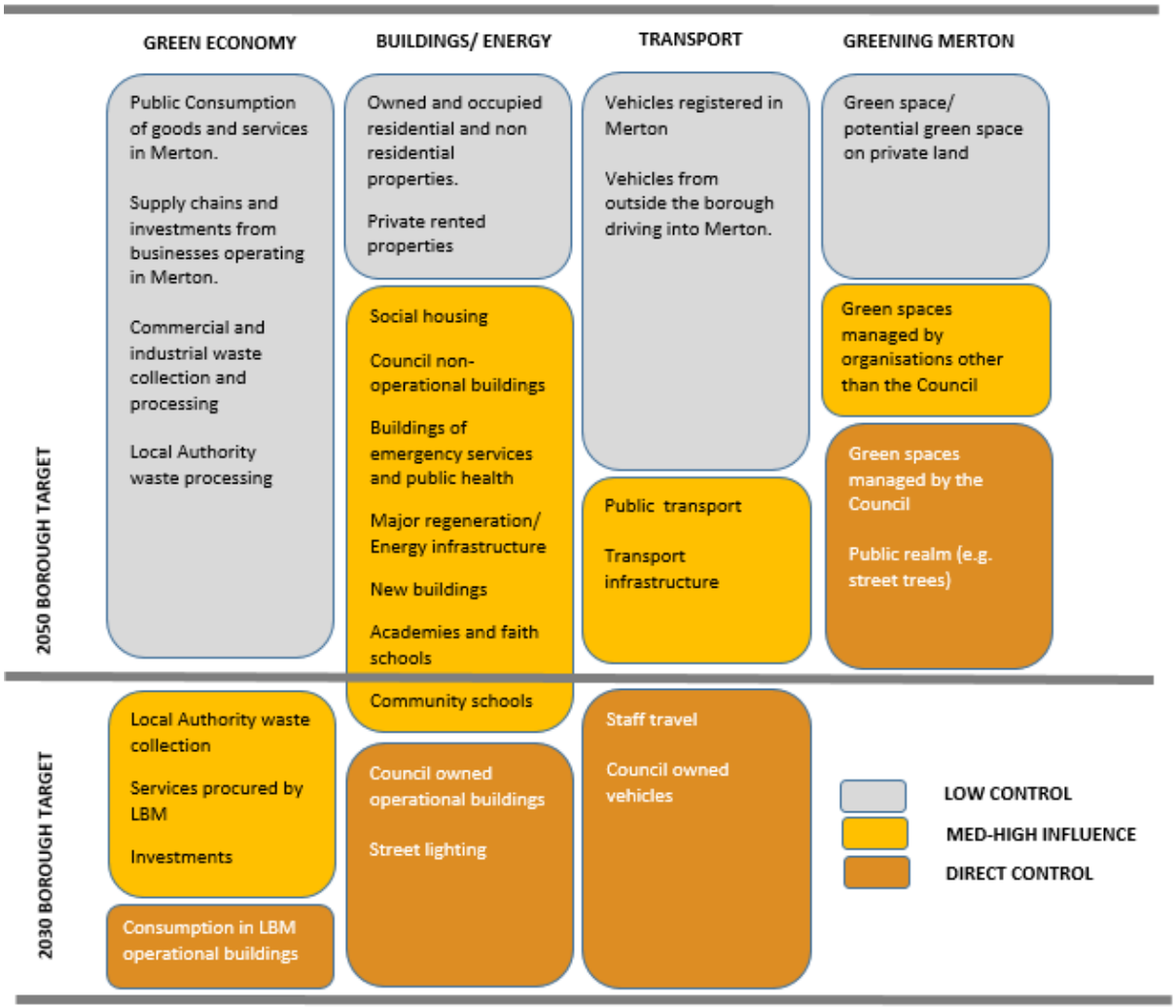
The figure on the right shows levels of Council control over areas of the Merton's Climate Strategy and Action Plan.

Where the Council has direct control over emission reduction, it is straightforward to identify actions in any given year through the modelling outputs. This only applies to a small proportion of the actions, mainly in the "*Council 2030 target"* section.

In some areas of the Strategy, action owners outside of the Council can be clearly identified (for example TfL, housing providers, etc.). In these cases, the Council is usually in a position to influence or to work collaboratively with stakeholders to reduce emissions.

Where emission reduction is in the hands of individuals, businesses or other organisations, Council control tends to be low. In these cases, enabling actions have been identified, but their impact is harder to measure.

The diagram below gives an indication of where the Council has direct control, has medium to high influence, or has a low level of control.



ANNEX 4 – IDENTIFICATION OF DELIVERY ACTIONS

Workstream 1: Sustainable consumption and low carbon economy

Action number	Priority Actions in Y1	RAG	Team
1	Develop and deliver messaging for the Council's climate comms strategy to promote sustainable consumption, waste reduction and low carbon behaviours	G	CS Comms E&R Future Merton
2	Lobby for faster change in promoting a low carbon economy	G	E&R Future Merton
3	Identify opportunities to embed a green recovery in Merton's response to COVID-19	G	E&R Future Merton
4	Identify low carbon skills gaps and opportunities for upskilling	G	E&R Future Merton
5	Support local projects which promote sustainable consumption and a circular economy	G	E&R Future Merton E&R Waste Team E&R Regulatory Services
6	Support mechanisms that promote low carbon practices in local businesses	G	E&R Future Merton
7	Review on-street waste infrastructure to promote recycling and minimise waste	G	E&R Waste
8	Maximise opportunities to promote low carbon behaviours, jobs and skills through the regeneration of Morden town centre.	A	E&R Future Merton
9	Baseline greenhouse gas emissions from the processing of Merton's local authority collected waste and consider opportunities to minimise these emissions	A	E&R Future Merton E&R Waste
10	Develop up to date policies in the South London Waste Plan[x] to ensure the provision of sufficient local waste management facilities to ensure net self-sufficiency and that waste can be treated as high up the waste hierarchy as possible.	A	E&R Future Merton

Workstream 2: Retrofit of the residential and non-residential building stock

Action number	Priority Actions in Y1	RAG	Team
1	Lobby central Government to address the gap in funding and skills	G	E&R Future Merton
2	Develop and deliver messaging for climate comms strategy to encourage homeowners, landlords and tenants to retrofit their properties (including promotion of the Green Homes Grant)	G	CS Comms E&R Future Merton
3	Explore options to overcome high up-front costs of low carbon measures on homes	A	E&R Future Merton
4	Support community action looking to drive retrofit	A	E&R Future Merton
5	Support fuel poor households in accessing national funding	A	C&H Public Health
6	Engage with social housing providers to drive domestic retrofit	G	E&R Future Merton
7	Consider options to ensure that landlords meet energy efficiency requirements	R	C&H Housing Strategy
8	Incorporate net-zero targets into public health estates strategy	A	C&H Public Health E&R Future Merton
9	Engage with emergency services encourage to encourage carbon reduction activities across their estate	A	C&H TB Identified

Workstream 3: Future new build and regeneration

Action Number	Priority Actions in Y1	RAG	Team
1	Develop Climate Change policies in Merton's New Local Plan which are in keeping with Merton's 2050 target	A	E&R Future Merton
2	Secure a mechanism to ensure that all new Council regeneration/ development schemes are low carbon and capable of operating at net-zero carbon by 2050 without expensive retrofit	A	E&R Future Merton
3	Secure low carbon development through the Morden town centre regeneration	A	E&R Future Merton
4	Lobby for faster change in the building and energy sector	G	E&R Future Merton
5	Seek funding to develop an Energy Masterplan	A	E&R Future Merton

Workstream 4: Transport infrastructure and modal shift

Action Number	Priority Actions in Y1	RAG	Team
1	Lobby for further funding to reduce car use and accelerate decarbonisation of public transport	G	E&R Transport
2	Implement Covid Transport Strategy	G	E&R Future Merton
3	Review short term funding priorities for LIP/ Local Plan policies	A	E&R Transport
4	Plan for long-term strategic approach to walking, cycling and EV charge points	A	E&R Transport
5	Encourage dockless and electric vehicle hire schemes	A	E&R Transport
6	Ensure all new taxis are zero emission capable	G	E&R Transport
7	Implement new emission-based parking charges.	A	E&R Parking
8	Implement AQ action plan and active travel initiatives	G	C&H Air Quality
9	Support active travel projects	G	E&R Transport C&H Air Quality C&H Public Health
10	Develop staff travel policies	A	E&R Transport

Workstream 5: Green infrastructure

Action Number	Priority Actions in Y1	RAG	Team
1	Develop a tree strategy.	R	E&R Green Spaces
2	Plant 260 trees on Streets/ Green spaces	G	E&R Green Spaces
3	Encourage greater participation in tree planting to achieve c540 trees planted on private land	A	E&R Future Merton E&R Green Spaces
4	Prevent net loss of trees on public land through the continued tree replacement programme	A	E&R Green Spaces
5	Take opportunities to introduce sustainable drainage systems and "grey to green" projects	G	E&R Future Merton
6	Complete review of environment planning policies for the Local Plan	G	E&R Future Merton
7	Lobby and partner for faster change in green spaces sector	G	E&R Future Merton E&R Green Spaces

Workstream 6: LBM Estate and fleet management

Action Number	Priority Actions in Y1	RAG	Team
1	Apply for grant funding and undertake decarbonisation works on operational buildings and community schools by September 2021	A	CS Facilities CSF Commissioning
2	Prepare decarbonisation projects for a potential 2022 round of grant funding	G	CS Facilities CSF Commissioning
3	Form a strategy to decarbonise Merton's operational and non-operational building stock to meet net-zero targets	G	CS Facilities CSF Commissioning E&E Estates
4	Implement a mechanism to ensure that new Council buildings are net capable of operating at net zero carbon by 2030 without significant retrofit.	R	CS TB Identified
5	Continue to source to 100% green electricity tariff	G	CS Facilities
6	Consider business case for battery storage to improve performance of existing PV	G	CS Facilities
7	Form a strategy to decarbonise the Council's vehicle fleet	G	E&R Commissioning
8	Consider low carbon options for the next round of fleet replacement	G	E&R Commissioning
9	Undertake initial work to consider electric charge points for LBM vehicle fleet		E&R Commissioning CS Facilities
10	Carry out improvements to Council-owned sites to encourage active and electrified travel by staff	R	E&R Transport CS Facilities
11	Set up a staff-led action group to accelerate changes in culture and activities within all Council Departments	R	E&R Future Merton C&H Public Health
12	Continue streetlight LED replacement through standard maintenance.	A	E&R Highways

Workstream 7: LBM Procurements and investments

Action Number	Priority Actions in Y1	RAG	Team
1	Consider options to engage with service providers to reduce greenhouse gas emissions from existing contracts.	A	CS Procurement All Departments
2	Consider options to introduce new procurement policy and guidance to reduce greenhouse gas emissions from procured services	A	CS Procurement
3	Continue delivering responsible investment policy to decarbonise the Council's pension investments.	G	CS Investment
4	Consider ways to positively invest in low carbon business that can deliver carbon offsets.	A	CS Investment

Workstream 8: Communication, outreach and LBM corporate procedure

Action Number	Priority Actions in Y1	RAG	Team
1	Develop and implement a climate communications and engagement strategy	G	CS Comms E&R Future Merton
2	Set up a Climate Action Group to support the delivery of the action plan	G	E&R Future Merton
3	Develop a mechanism to consider the impact of climate change mitigation and adaption in all policy, spend and procurement proposals	A	CS Procurement
4	Consider options to develop carbon literacy in Council staff and Councillors	A	CS TB identified

[i] Merton's Climate Strategy and Action Plan, LBM, November 2020; https://www.merton.gov.uk/planning-and-buildings/sustainability-and-climate-change
[ii] Public Sector Decarbonisation Scheme, HMG, 2020 https://www.gov.uk/government/publications/public-sector-decarbonisation-scheme-psds
[iii] Low Carbon Skills Fund, 2020, https://www.gov.uk/government/publications/public-sector-low-carbon-skills-fund
[iv] London Borough of Merton Climate Action Support, Aether, June 2020: https://www.merton.gov.uk/planning-and-buildings/sustainability-and-climate-change

[v] [Merton Community Plan 2020-26, LBM, 2020: ref]
[vi] Merton's Active and Healthy Travel Response to Covid -19, LBM, 2019: https://www.merton.gov.uk/streets-parking-transport/lip3
[vii] Air Quality Action Plan 2018 – 2023, LBM, 2018: https://www.merton.gov.uk/communities-and-neighbourhoods/pollution/air-quality-and-air-pollution/local-air-quality-management
[viii] Merton New Local Plan Stage 2 Consultation, LBM, 2018: https://www.merton.gov.uk/planning-and-buildings/planning/local-plan/newlocalplan/local-plan-stage-2-consultation-results
[ix] Health and Wellbeing Strategy 2019 – 2024: A healthy place for healthy lives, LBM, 2019: https://www.merton.gov.uk/healthy-living/publichealth/strategies
[x] Submission Version of the South London Waste Plan 2021-2036, LB Croydon, RB Kingston, LB Merton & LB Sutton, 2020: http://www.sutton.gov.uk/currentconsultations