THE CROYDON CLIMATE CRISIS COMMISSION REPORT

Supported by the
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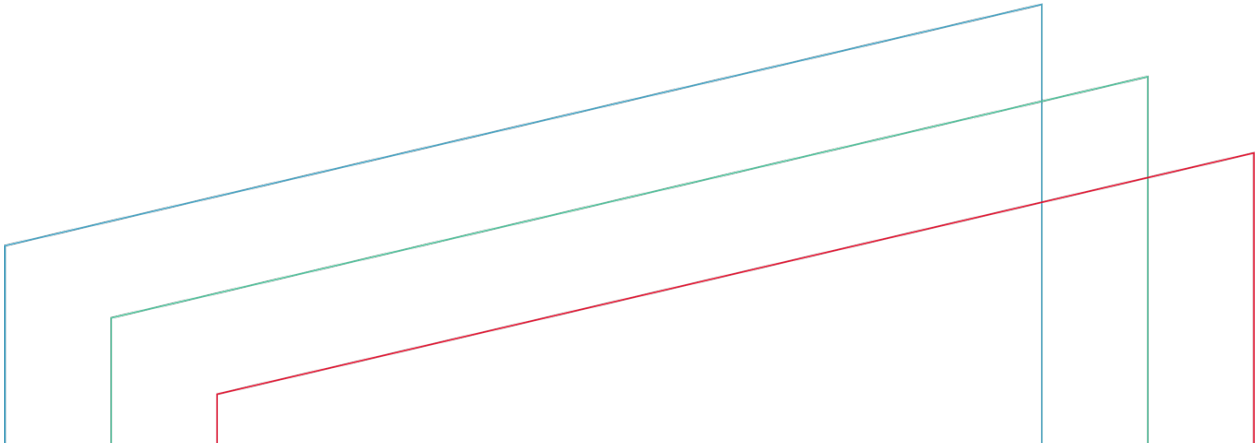

CONTENTS

CHAIR'S FOREWORD

The work of this Commission has taken place in an extraordinary year that has turned the world as we know it upside down. It has been a stark reminder of the profound impact that natural crises can have on every aspect of our lives if we do not prepare or respond. The parallels with climate change are clear. And if there was any doubt or hesitation about the urgency to act, the last year has been a sobering wake-up call. But it has also been a source of hope and a testimony to the power of collective action in overcoming the greatest challenges. We have achieved the impossible in a year: from unprecedented levels of government support into the economy, to the scientific breakthroughs that produced vaccinations in record time, to the pace of the vaccine roll-out. And in here are profound lessons for how we must respond to tackle the climate emergency.

Against this backdrop, the task of our Commission was clear: to provide practical recommendations for delivering a step change in Croydon's transition to net zero by 2030. But the Commission was also clear that simply transitioning to net zero at pace is not enough. We need a pathway to a green future that is fair and just; one that creates jobs, lifts living standards, and improves our communities.

The urgency of the moment is clear. This is a time for bold action. But delivering this is not the remit of any one part of Croydon alone. It must be shared and owned by all parts of Croydon's resourceful and vibrant community from the Council to the health service, schools, colleges, local businesses, trade unions, and residents. This report provides a useful first step as partners in Croydon embark on this journey together.

I thank my fellow commissioners for their tremendous work – a fantastic group of people with great expertise and a belief in Croydon. They have devoted many hours to this task with great thoughtfulness, passion, and commitment. All of our work has been conducted remotely but we have come together as a team and found common ground. Thank you, too, to the amazing team at the New Economics Foundation, whose support has made this work possible.

Finally, to everyone who reads this report and joins our collective effort to reach net zero by 2030, thank you for playing your part in making this ambition a reality.

Miatta Fahnbulleh

COMMISSION MEMBERS

Members of the Croydon Climate Crisis Commission:

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Esther Sutton	The Oval Tavern
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Peter Underwood	Croydon Friends of the Earth

The Commission thanks members of the working groups for their insights throughout the process, members of the Croydon Citizens' Assembly and Croydon residents and businesses whose comments have helped to shape the recommendations. Thanks also go to colleagues from the New Economics Foundation for their co-ordination support to the Commission and working groups.

EXECUTIVE SUMMARY

The challenge

The time for action has never been as urgent. The clock is ticking on climate change and our ability to stem the worst impacts of a warming world. As we recover from the Covid-19 pandemic, we need to ensure that we are building an economy fit for the future. In the transition to zero carbon we need to be mindful that we are designing an economy that is fair and just, providing good quality jobs, improving wellbeing, and reducing inequality for people in our communities.

As a large urban borough of London, Croydon has a key part to play in contributing to tackling the climate crisis. Croydon's emissions are above the median for London boroughs. Many residents in the borough are employed in carbon-intensive industries like freight transport and civil engineering. Simultaneously, Croydon faces climate risks such as overheating due to the urban heat island impact and flooding. The borough has a history of flooding that will likely worsen as Croydon is ranked the fourth settlement in England most susceptible to surface-water flooding. Additionally, Croydon's expanses of green and open spaces are threatened by development and growth pressures and must be protected to enhance and conserve biodiversity.

In 2019, it was estimated that for Croydon to stay within its carbon budget it would need to deliver the majority of carbon cuts over the next ten years.[1] The analysis also showed that while Croydon could close the gap between its projected emissions in 2050 and a net-zero target by 61% through the adoption of options already available, more innovative options would be required to deliver the last 39%.

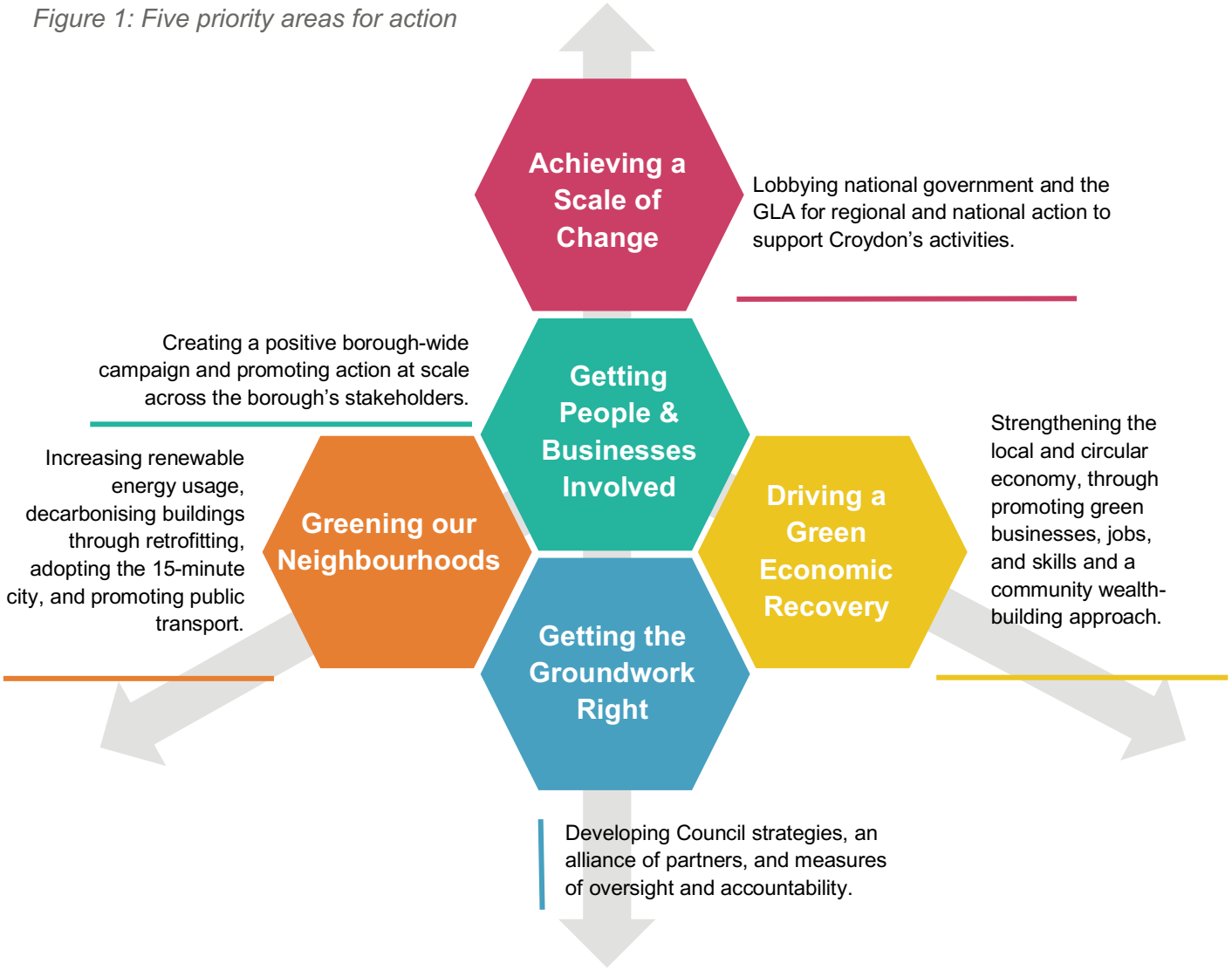
In the process of simultaneously reducing emissions while preparing the borough to adapt to climate risks, the Council must remain aware of people's differing social vulnerabilities to the climate change crisis and seek to implement focused policy solutions that reflect the demographic, social, and environmental contexts of its populace.

Our recommendations

Croydon Council needs to show leadership and establish a clear route to drive rapid reductions in carbon emissions from activities in the borough of Croydon to become carbon neutral by 2030. It cannot achieve the scale of change required within the necessary timeframes without the whole system working together: education, skills, and wider public sector organisations; businesses, employees, and trade unions; the community and voluntary sector; and local residents.

Our recommendations focus on 5 interconnected priority areas for action (Figure 1), with 23 associated actions which, in some cases, are foundational steps in this journey. A summary of recommendations is provided in Appendix1.

Figure 1: Five priority areas for action



INTRODUCTION

Independent Climate Crisis Commission

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

The vision of the Commission is to drive rapid reductions in the carbon emissions from activities in the borough of Croydon, with the intention of becoming carbon neutral by 2030. Critically, the Commission aims to ensure the transition to zero carbon happens in a fair and just way, providing good quality jobs, improving wellbeing, and reducing inequality. The Commission's short-term purpose was to identify priority areas for action, developed with the people of Croydon, to show how the borough of Croydon could become carbon neutral by 2030. The Commission has considered in its recommendations how an independent body can be established to hold the Council to account for the delivery of the proposed action plan.

The Commission's independence means that it sits outside the Council's formal decision-making structures. This allows the Commission to consider and challenge Council activity, as well as take a broader view of the action that is needed to achieve the carbon neutral target, which may lie outside the current powers of the Council.

The Commission had expected the Council to engage widely on the draft recommendations emerging from the discussions in the working groups before the finalisation of this report. The Covid-19 pandemic and the Council's current financial situation has meant that the engagement activities to date, namely discussions in the working groups and with Croydon Citizens' Assembly members, and an online public survey,[i] can only be considered the start of an engagement process to shape these recommendations for action.

Croydon Council needs to show leadership to address the climate and ecological crisis we face, but it cannot achieve the scale of change required within the necessary timeframes without a broad alliance of partners working together. What is needed going forward is to forge alliances with a diverse range of groups and stakeholders across the borough: education, skills, and wider public sector organisations; businesses, employees, and trade

[i] The Council conducted an online survey to collect views on the initial recommendations from the Commission during a two-week period (survey closed 9 February 2021). Of the 465 people submitting responses 69% are residents of Croydon. The majority of the remaining group either work in Croydon or live very close to its administrative boundary. Respondents came from the majority of Croydon's boroughs; however 54% of respondents came from just two wards: Crystal Palace and Upper Norwood, and South Norwood. Respondents who reported their demographic data were slightly more likely to be female (60% of respondents) and respondents were most likely to be middle aged. Only 4% of respondents were under the age of 30 and only 4% were over the age of 71. As data from 2019 suggests 38% of the population of Croydon is under the age of 30, and around 9% over the age of 71, the respondent sample cannot be treated as statistically representative of the Croydon population.

unions; the community and voluntary sector; and local residents. Throughout the recommendations the Commission has emphasised the need to co-design activities with a broad range of stakeholders in the borough. We believe that this is the only way the scale of this challenge can be addressed.

The terms of reference for the Commission are detailed in Appendix 2.

STATE OF PLAY

The declaration of a climate and ecological emergency is underpinned by scientific evidence that calls for rapid reductions in global greenhouse gases if we are to limit average levels of warming to 1.5ºC, and avoid the risks associated with dangerous climate change. The Intergovernmental Panel on Climate Change (IPCC)[2] has stated that we are close to using up the global 'budget' of greenhouse gases that society must stay within to limit warming to 1.5ºC and in doing so prevent catastrophic climate breakdown.

The task facing Croydon in making its contribution to tackling this global challenge is illustrated in this section focusing on carbon emissions, climate change adaptation, and the ecological status across the borough. At the time of writing this report, detailed data specific to Croydon was not available, including a baseline assessment of the borough's carbon emissions. The need to address the lack of data on both adaptation risks and carbon emissions specific to Croydon is addressed in our recommendations.

Carbon emissions in Croydon

The widely used accounting tool for greenhouse gases is the Greenhouse Gas Protocol.[3] It splits greenhouse gases into three different categories or 'scopes', as indicated in Table 1.

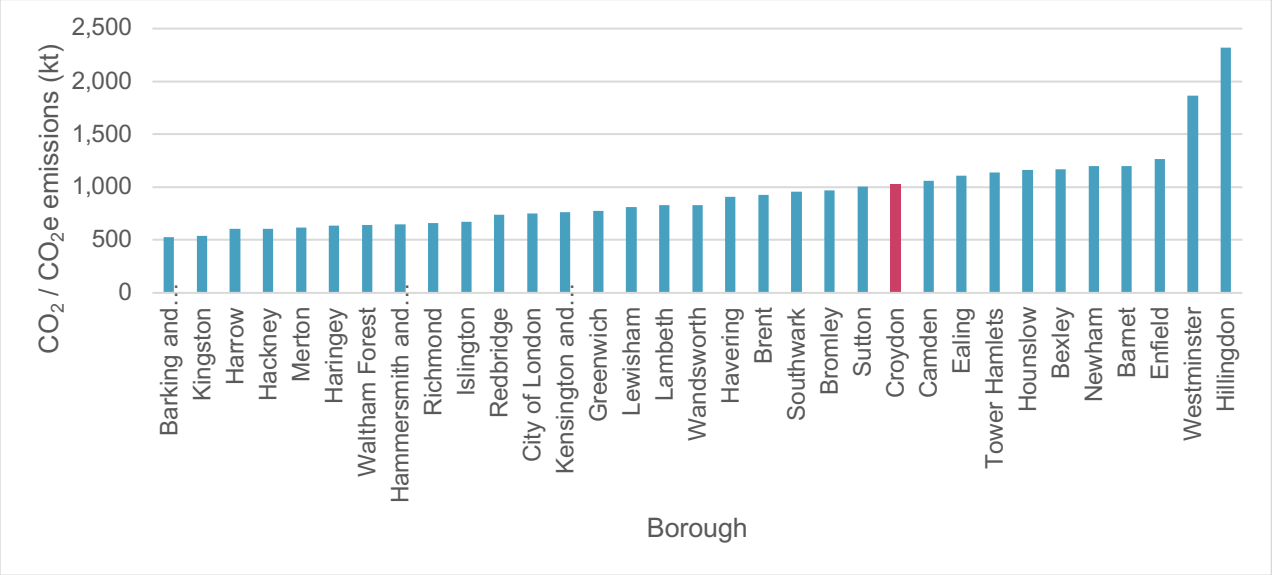
Table 1: Greenhouse Gas Protocol Scopes

Scope 1	Direct emissions from owned/controlled assets
Scope 2	Indirect emissions from purchased energy
Scope 3	Value chain emissions (eg waste disposal or transportation)

In 2019, it was estimated that, due to a combination of increasingly decarbonised electricity supply, structural change in the economy, and the gradual adoption of more efficient buildings, vehicles, and businesses, Croydon's Scope 1 and Scope 2 emissions had fallen by 45% since 2005. However, domestic emission sources, notably heating and powering homes, still made up approximately 46% of CO_2 emissions in Croydon, transport emissions made up approximately 24%, and industry and commercial emissions made up approximately 30%. Based only on the fuel and electricity used within its boundaries, Croydon's current rate of carbon emissions is estimated at around 1.08 million tonnes [CO_2 equivalent (CO_{2e})] per year.[4] The majority of all carbon cuts need to be delivered in the next ten years.

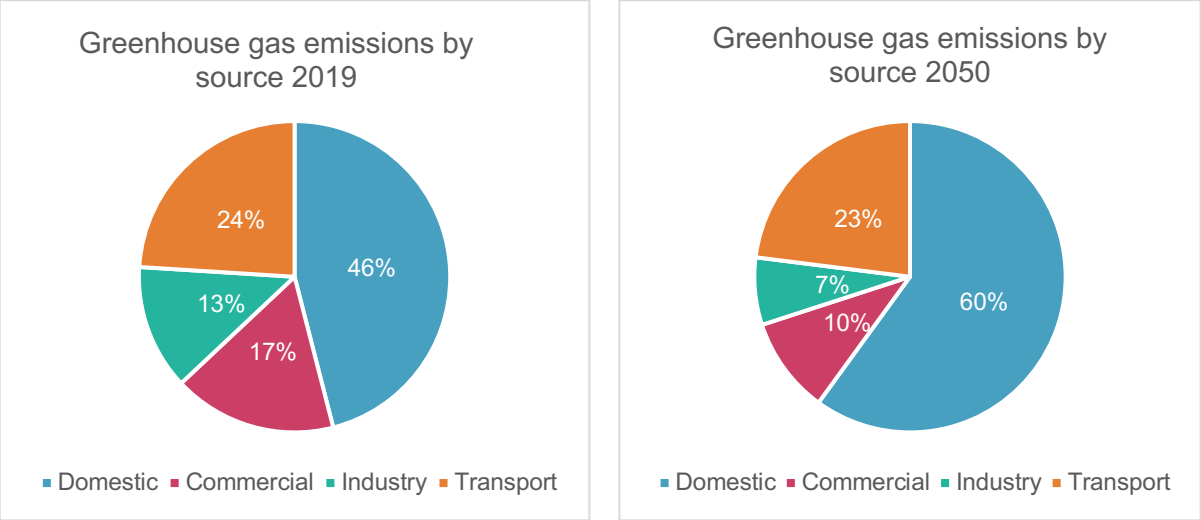
Compared to the other London boroughs, Croydon's emissions are above the median, as Figure 2 illustrates.

Figure 2: CO_2 / CO_2e emissions by borough 2018[5]



Croydon has a significantly higher proportion of emissions from a domestic setting and a moderately higher proportion from transport, when compared to London's total emission proportions (Figure 3).[6] Without action, pre-existing industry trends are expected to increase the share of Croydon's emissions associated with domestic activities to 60% by 2050, underscoring the importance of catalysing change in the residential sector.

Figure 3: Breakdown of CO_2/CO_2e emissions in Croydon[7]



A number of carbon-intensive sectors are significant employers in Croydon, as shown in Table 2. It should be noted that the distribution of the electricity sector will likely decarbonise to a degree as renewable energy capacity is expanded.

Table 2: Top six highest carbon employment sectors employing over 100 people in Croydon[8]

Sector	Total Jobs
Distribution of electricity	600
Collection of non-hazardous waste	350
Taxi operation	300
Construction of roads and motorways	150
Construction of other civil engineering projects	900
Freight transport by road	400

Gouldson, Sudmant, and Duncan (2019) found that while Croydon could close the gap between its projected emissions in 2050 and a net-zero target by 61% through the adoption of options that are already available, more innovative options would be required to deliver the last 39%.[9]

At the time of writing this report, the Council was unable to provide a breakdown for emissions across its activities and estates.

Adaptation risks in Croydon

The ambition stated in the *London Environment Strategy*[10] is that "London and Londoners will be resilient to severe weather and longer-term climate change impacts. This will include flooding, heat risk and drought." Changes to the climate are expected to result in seasonal changes, with summers generally becoming drier and winters wetter. More intense storms are expected to increase the risk of flooding, especially surface-water flooding, and there is a higher risk of drought in London due to less water being captured in the summer, groundwater not being replenished during the winter, and greater demand for water during hotter periods. The Mayor of London provides several strategy documents to govern and guide responses to adaptation risks, including the *London City Resilience Strategy 2020*[11] and the *London Plan 2021*[12].

The adaptation risks in Croydon highlighted in this section are overheating and flooding.

Overheating

Yearly, there are 2,000 heat-related deaths in the UK and 20% of homes in England already overheat.[13] Awareness of the health risks of overheating is low; therefore public demand for change is low, also. Overheating also results in increased energy consumption due to the use of air-conditioning systems. Croydon, like other boroughs in London, is particularly at risk of overheating due to the amplification of heat through the urban heat island impact, where dense human activities warm the surrounding environments. An urban heat island impact can add 5–6°C to the night-time temperatures experienced.[14] For instance, in London's city centre, the temperature at night is on average 4°C higher, with larger increases on hot nights.[15]

Farther out from the centre, Croydon's risk from overheating is not as high; however, as the Greater London Authority's (GLA's) guide *Better Environment, Better Health* for Croydon illustrates,[16] the northern parts of the borough have a higher risk, being more urban and

closer to central London. Temperatures are on average approximately 2°C higher than southern parts of the borough. This guidance only relates to the geographical spread of temperature and does not consider vulnerable populations, a comparison the Council should undertake to ascertain the extent of the risk.

Certain house types, for example old and small, top-floor flats with low solar protection, or new-build houses unsuited to extreme heat, are particularly susceptible to the effects of overheating. The Council should equally work to understand the susceptibility of commercial and domestic buildings in the borough.

To adapt to overheating, the Council can undertake the following:

- Modify surfaces and use green infrastructure, for example green roofs.
- Use ecology to enhance evaporation and shading. For example increase tree cover, safeguard mature trees, and provide green spaces.
- Insulate homes.
- Campaign for active travel that reduces the heat from vehicular use.
- Use the planning regulations to reduce the susceptibility of new-build properties to overheating.

Flooding

As the climate crisis worsens, the UK, including London, will experience heightened risk of flooding. Croydon has a history of severe flooding; in 2014, for example, Purley and Kenley were significantly flooded due to extremely high groundwater. Croydon's risk of flooding is primarily from surface-water and groundwater sources; the borough is ranked the fourth settlement in England most susceptible to surface-water flooding.[17] Risk of fluvial flooding and reservoir inundation exists from sources like the River Bourne and Norwood Lake, respectively.

The Environmental Agency has three zones of flood risk with Flood Zone 3 being designated for areas most likely to flood. The distribution of Croydon's properties by zone are detailed in Table 3.

Table 3: Properties at risk of flooding in Croydon[18]

Flood Zone	Residential Properties	Non-residential Properties	Unclassified Properties
1	144,140	6,149	8,649
2	1,030	113	107
3	4,148	428	341

Foundational to the understanding of this risk is the Council's *Strategic Flood Risk Assessment*[19], a detailed assessment of flooding risk for Croydon. The Council's response to flooding emergencies is governed by the *Multi-Agency Flood Response Guidance*[20] prepared by the Croydon Resilience Forum. This guidance details the roles and responsibilities and approach to tackling flooding in the borough, involving a variety of

stakeholders (eg Environment Agency, the Metropolitan Police Service, and London Fire Brigade). The has set procedures for different response processes.

Ecological challenge

Known for its open space, one-third of Croydon is designated as Green Belt. Ecologically, the northern parts of the borough have fewer green spaces, whereas the southern portions of the borough, particularly due to their proximity to Green Belt land, have a richer spread of green spaces. There are 74 Sites of Nature Conservation Importance (SNCIs) that are predominately spread from the east to the south of the borough. Recently, development and growth ambitions have been pressurising the integrity of these green spaces and risk fragmentation.

Croydon Council has habitat action plans for the major ecological habits in the borough (eg heathlands and woodlands).[21] These action plans set out the extent of the habitats in the borough, and actions to conserve the quality of these ecologies and promote awareness.

Additionally, the *Croydon Local Plan* promotes and protects biodiversity, namely through the proposed delivery of a Green Grid, a network of multifunctional open spaces (Figure 4). This Green Grid will provide green space to the borough's residents, while enhancing biodiversity and protecting fragile areas of nature. Incorporated into the Green Grid are Croydon's 74 SNCIs that are similarly protected by the Local Plan.

Figure 4: Croydon Local Plan's Green Grid

Who is most affected?

Covid-19 has brought into sharp focus the inequalities that exist in our communities. Research confirms that the health and economic impacts of this pandemic are further widening those inequalities.

Although climate change, like Covid-19, impacts everyone, some people have the potential to be more impacted by its effects. A considerable determinant is social vulnerability, individuals' ability to cope with extreme events, and adaptation risks. Social vulnerability is primarily a result of the following[22]:

- Demographics (eg age and health)
- Environmental context (eg housing quality and proximity to green space)
- Social and institutional factors (eg inequality, social capital, and social cohesion)

As such, increased social vulnerability is increasingly present in the following groups:

- People with mobility issues
- Older people
- People with poor health

Climate responses must be designed and implemented within an understanding of these social vulnerabilities, adjusting policy and actions so that responses are tailored to the context of the areas and citizens.

Action already underway

Council-led actions

Croydon Council is already undertaking several initiatives to tackle the climate crisis, both to adapt to the climate crisis and reduce emissions. This activity is driven by and principally set out within Croydon's *Climate Change Adaptation Action Plan* (2010).[23]

Emission reducing actions include the following:

- Committing to install 400 electric vehicle charging points by 2022.[24]
- Launching a School Streets initiative that encourages the use of cycling and walking by placing restrictions on road travel during pick-up and drop-off times on the streets proximate to certain schools.[25]
- Scaling the cost of parking permits, providing discounts for less polluting and greener vehicles.[26]
- Providing 'Bike Hangar' cycle storage in council estates and roads.
- Delivering new cycle routes. Further cycle and active travel improvements are proposed in the Council's *Liveable Neighbourhood* designs.[27]
- Committing to plant 3,500 trees by 2023, including installing 60 new planting bays alongside roads in the borough's neighbourhoods.[28]
- Piloting a low-traffic neighbourhood in Crystal Palace to promote active travel.
- Producing an *Air Quality Action Plan*[29] to tackle air pollution in the borough, between 2017 and 2022. This plan has actions for a variety of different areas, including emissions from buildings, public health and awareness raising, and localised solutions.
- Launching a revolving Green Croydon Fund to fund projects, activities, and initiatives that promote environmental protection, green living, and sustainability. Approximately £250,000 is available per year, with a maximum funding allocation of £50,000.[30] The fund is currently closed while resources are pooled into the Council's Covid-19 Emergency Fund.

- Installing a pilot ground-source heat pump at a Council-owned estate in New Addington, which should reduce emissions and improve air quality, while simultaneously addressing fuel poverty.

Adaptation actions include the following:

- Introducing climate control to Council-run passenger vehicles for temperature reduction in hot weather.
- Starting to actively collect rainwater to remedy the ecological risk of periods of drought and dry weather.
- Training more drivers of gritting vehicles and introducing a three-shift system to increase standby capability and flexibility.
- Requesting water-resistant planting where possible within planning applications and actively encouraging green roofs.
- Incorporating climate change adaption features, for example flood resilience, in all new Council stock.
- Promoting the use of heat wave action plans for businesses and communities.

Croydon Local Plan 2018[31] has an array of measures to tackle the climate crisis. Most notably, Policy SP6 Environment and Climate Change seeks to ensure energy efficiency and emission reductions through sustainable design and construction, particularly through the scaled application of the Building Research Establishment Environmental Assessment Method (BREEAM)[32] and the national technical standard for energy efficiency in new homes (2015). The policy also contains provisions for flood risk management and sustainable waste management. The *Local Plan* is further supported by the London Plan's policy provisions in relation to sustainability.

Other stakeholders

Other stakeholders in the borough are undertaking a range of initiatives and campaigns. The full extent of this activity is not documented; however examples include the following:

- Croydon Friends of the Earth – a campaigning group that advocates for local and national action and organises local initiatives. Croydon Climate Action Group, in partnership with Croydon Friends of the Earth, is working on local campaigns relating to climate change.
- Croydon Community Gardens – a selection of community gardens that cultivate local produce for residents across parks and green spaces in the borough.
- Croydon Ecology Centre – a volunteer-run centre that undertakes nature conservation and provides educational opportunities for young people.
- Croydon Reuse Organisation – an independent creative space that advocates for material reuse and provides learning opportunities in skills of reuse for all sectors of the community.
- Croydon Urban Mushrooms – an initiative that uses local waste coffee grounds as a substrate to grow mushrooms.

- Solo Wood Recycling – a social enterprise that works with wood that would otherwise go to landfill, reconditions the material and either sells it on as raw materials for DIY or building projects, or creates bespoke furniture.
- Crystal Palace Transition Town – a community organisation with a range of sustainability projects, for example community growing, food markets, transport group.
- Croydon Greenpeace – a campaigning group that advocates for a clean and peaceful world.
- Croydon XR – an environmental activist group.

Priority areas for action

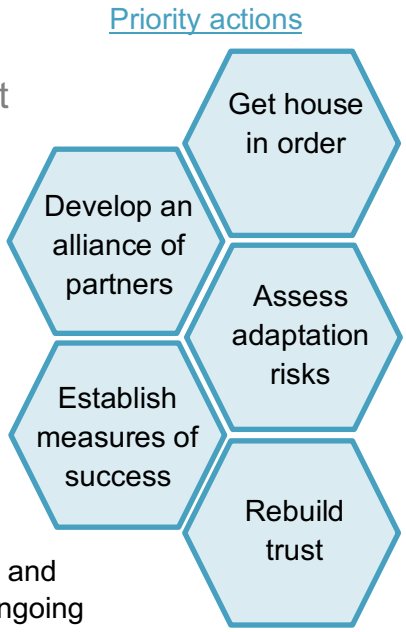
The Commission's recommendations focus on 5 interconnected priority areas for action with 23 associated actions, which are described in the following sections.

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

A summary of the expected impacts of the actions is provided in Appendix 1.

GETTING THE GROUNDWORK RIGHT

The Council will need to establish a strong alliance of partners and put in place effective support mechanisms and transparent decision-making processes to enable a one-Croydon approach to achieve net-zero carbon emissions in a way that is socially just and drives up living standards.



Headline recommendation: Measures of success

The Commission's recommendations cover a broad spectrum of climate adaptation and mitigation actions. Each recommendation must be implemented with a robust and effective action plan. Critical to this implementation is an ongoing monitoring of the Council's progress in tackling the climate emergency to ensure its actions are having an impact and delivering the required results.

This monitoring has two distinct elements. First, the Council must establish the baseline production and consumption-based carbon emissions in the borough (Scope 1, Scope 2, and Scope 3 emissions) and prepare a roadmap of the required reductions to meet the net-zero target by 2030. This baseline should accurately depict the detailed state of play of the borough's activities and will require a commitment of time and resources to achieve this. Secondly, the Council should create a set of simple, understandable measures of success to chart the progress of its actions and evidence the gains in comparison to the baseline. Measures should be regularly reported against and publicised widely to provide accountability and transparency of the Council's activities.

The Commission recommends that alongside these indicators documenting emission changes, the Council should concurrently create a set of indicators to evaluate the socio-economic impacts of the transition to net zero. For instance, measures that record social justice and local economic impact would ensure that the Council's conception of net-zero success combines a reduction of emissions with an improvement in community wellbeing, delivering positive social, economic, and environmental outcomes for the borough's residents. The Council must embed processes and procedures for evaluation with clear review points to ensure action plans can continuously adapt and improve.

Recommendations

To get the groundwork right, the Commission recommends that the Council addresses the following priority actions:

Recommendation 1: Rebuild trust with residents, community groups, trade unions, and businesses.

In particular:

- **Commit to deep ongoing engagement** with residents, community groups, workers, trade unions, and businesses to ensure initiatives aimed at reducing emissions and improving quality of life in the borough are genuinely **co-created.**
- **Host annual community events** to review progress and enable the community to hold the Council and other partners to account.
- **Formalise a climate panel**, with representatives from across the local area including a diverse group of residents, businesses, trade unions, and civil society organisations. The panel will hold the Council to account by conducting a yearly review of progress on the recommendations, and a three-year deep-dive review of the impact achieved and plans going forward. The business of the panel should be conducted as public hearings to ensure transparency, where Council leaders report on the progress of delivering a green transition in the borough.

Recommendation 2: Develop an alliance of partners to drive a green economic recovery across the borough.

In particular:

- Commit to establishing a one-Croydon approach to ensuring a green economic recovery by **building a broad alliance of partners** (including trade unions, businesses, civil society organisations, further education and skills providers, and other anchor organisations).
- **Create a collective plan of action** and establish ways of working together to deliver the plan.
- Support partners to **disclose their Scope 1–3 carbon emissions**, benchmark their progress, and share best practice.

Recommendation 3: Get the Council's own house in order.

In particular:

- Appoint a **Councillor with responsibility for overseeing implementation** of the recommendations.
- Create a **senior-level resilience officer with cross-Council responsibility** for implementing actions and ensuring all Council activity works to support climate change adaptation and the net-zero target.
- Lead by example, including ensuring the Council's **pension investment strategies** are in line with its declaration of a climate emergency.
- Establish **a clear strategy and timeframe for divesting** the Council's pension scheme of fossil fuels and other high-carbon investments. Transparently report on the progress of this divestment publicly.

Recommendation 4: Tackle climate change adaptation risks across the borough.

In particular:

- **Develop climate adaptation pathways** for Croydon outlining the current and future climate risks. Include a climate change risk assessment to understand current levels of risk and vulnerabilities (eg including considering overseas risks) to drive action and communication.
- Conduct a thorough **assessment of the current landscape for climate adaptation in Croydon**. This should clearly state how risks will evolve in future and distinguish actions within the Council's direct control to influence, and actions that require the Council to lobby for national support.

Recommendation 5: Establish measures to chart the Council's progress against a clear and well-defined baseline position.

In particular:

- Establish a clear and understandable **baseline for production- and consumption-based carbon emissions** in the borough and prepare a roadmap of required reductions to meet the net-zero target by 2030. Consumption-based emissions should be made publicly available in a form to support local behaviour-change campaigns.
- Create a set of **simple, understandable measures of success and accountability indicators** to chart progress in tackling the climate emergency in Croydon through climate change adaptation and mitigation actions. The baseline should be made **publicly available,** and results regularly published in the interests of transparency.
- Include in the measures of success a set of **social indicators** that can monitor both the community grounding and social justice impacts of the transition to net zero.

Recommendation 6: Embed carbon reduction and climate adaptation in all the activities and strategies of the Council and its key partners.

In particular:

- Conduct a thorough **review of all current Council policies and strategies to ensure climate adaptation action is embedded.** Identify opportunities to embed adaptation action in policies and strategies that are being updated in the short term. Develop a plan of action with a clear timeline to embed adaptation action across all relevant policies and strategies.
- Conduct a thorough **review of existing Council strategies and plans to ensure they support the carbon reduction roadmap**, identifying co-benefits and revising those that are not aligned. This includes ensuring the economic strategy promotes a green economic recovery and strengthening planning regulations to cut emissions from new developments and address adaptation risks, including on small-scale builds.
- Conduct a thorough **review of all current Council activity** to ensure it is working to support the carbon reduction targets. Identify quick wins and longer-term changes in Council activity that can reduce the borough's carbon footprint.
- Conduct a thorough review of processes guiding the Council's engagement with external partners, including procurement processes, to ensure the **Council is encouraging and**

embedding measures of success consistent with the transition to net zero into partner and supplier agreements.

Recommendation 7: Contribute to a broader ongoing knowledge exchange.

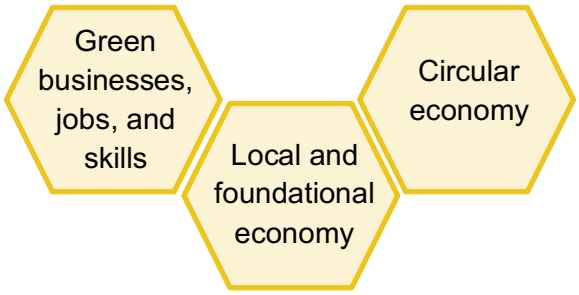
In particular:

- Ensure ongoing **engagement with other councils and the Greater London Authority (GLA)** to continually learn from their experience, share best practice, and assess opportunities for collaboration.

DRIVING A GREEN ECONOMIC RECOVERY

The Council needs to ensure Croydon residents have access to good quality jobs created through investments in green sectors. To ensure these green sectors flourish, the Council must help train workers and develop new skillsets across the borough. Equally, the Council needs to ensure the local economy is resilient, vibrant, and working for the residents of Croydon. Investing in a drive towards a circular economy will create new economic possibilities that design out waste, improve natural environments, and recirculate used materials.

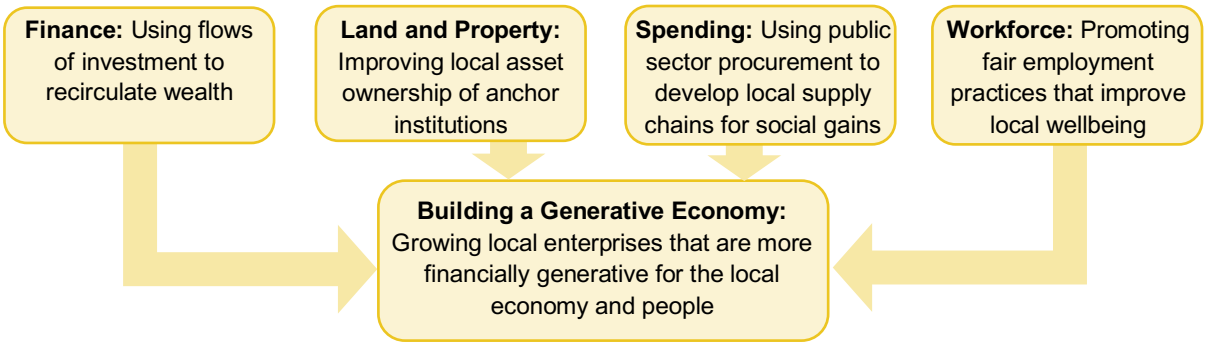
Priority actions



Headline recommendation: Community wealth building

Community wealth building is a people-centred approach to economic development to create economies that redistribute wealth across communities. It cultivates local businesses that are generative creators of social value, reinvesting their wealth back into the communities they serve. Central to this approach is the use of anchor institutions, for instance universities or hospitals, who have an expected long-term presence in the borough and can use their spending and employment power to deliver local outcomes that promote a just and fair economy.

Figure 5: Pillars of community wealth building[33]



Community wealth-building approaches are being pioneered across the country. For instance, Abram Ward Community Co-operative has championed a community wealth-building method to support local businesses. The Co-operative functions as an umbrella organisation supporting local residents to set up businesses by providing guidance, a joint marketing platform, or office space through a 'Made in Wigan' initiative, thereby acting as an anchor institution for local economic growth. Simultaneously, this initiative advocates for

stakeholders to buy local, assists in public sector procurement exercises, and supports local business-to-business trading.

The Commission recommends the Council engages with local anchor institutions, namely Council bodies, the NHS, education institutions, and larger employers, to create a joined-up community wealth-building approach. A critical tenet of this approach should be an agreed and implemented commitment to be a London Living Wage employer, and the intention to target investment and procurement spend to promote locally based green economic development and support new green businesses to start and thrive.

Recommendations

A principal objective of the Council should be to ensure that Croydon residents have access to good quality jobs[ii] created through investments in green sectors. The Commission recommends that the Council addresses the following priority actions:

Recommendation 8: Promote green businesses, jobs, and skills in the borough.

In particular:

- Develop a medium-term plan to **identify the pipeline of future good quality green jobs** in the borough, and to identify and prioritise the skills needed to open up these opportunities to local people.
- Ensure workers who have been impacted by the Covid-19 pandemic, particularly those facing job loss, and sectors impacted by the need to decarbonise (eg aviation) are offered **opportunities to upskill and retrain** in order to access growing work areas.
- Review how the Council can best support Croydon Works[iii] and Croydon-based colleges to **provide a training offer and support people into jobs** in response to the current economic crisis, and in the medium term in support of the future green jobs strategy. Improve skills gaps information by including questions in business surveys to ensure the Council and colleges have information about emerging skills needs and gaps.
- **Remove barriers for businesses to support training** by creating an appropriate point of contact to speak to about skills needs and support.
- Engage with local businesses and unions to **cement a borough-wide commitment to the London Living Wage.**[iv] Ensure this commitment is consistently embedded in the Council's procurement and investment policies building on work already undertaken by the Council in this area.
- **Work with local unions to ensure new green jobs are of good quality**, providing stable, long-term, well-paid, and rewarding work protected by proper union recognition.

[ii] Good quality jobs are defined as secure, stable employment that pays at least enough to provide a decent standard of living and has trade union recognition.
[iii] Croydon Works is Croydon's Job and Training Hub providing a free recruitment service, working in partnership with Job Centre Plus, Croydon College, and Croydon Council https://croydonworks.co.uk/
[iv] Real Living Wage rates are defined by the Living Wage Foundation. The London Living Wage (£10.85 currently) is a London-weighted version of the Living Wage Foundation's Real Living Wage (£9.60 currently across the UK except London) https://www.livingwage.org.uk/what-real-living-wage

Recommendation 9: Strengthen the local and foundational economy.[v]

In particular:

- Ensure foundational and local businesses have **easy access to adequate post-pandemic support** and are **supported to green their businesses**.
- **Provide seed funding** to local green businesses that commit to be London Living Wage employers.
- Engage with local anchor institutions (Council, the NHS, and education institutions) to agree a **community wealth-building approach** to ensure, through their commitment to being a London Living Wage employer, and their use of investment and procurement spend, they support a green economic recovery.

Recommendation 10: Build on recent progress to continue to drive towards a circular economy.

In particular:

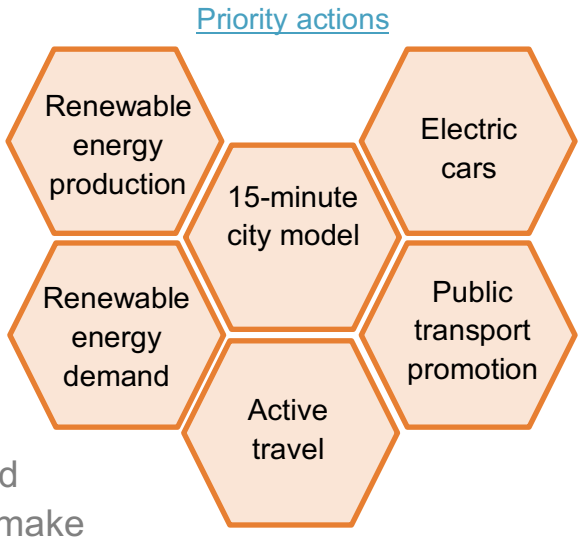
- **Open up local economic opportunities** from designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.[vi]

[v] The foundational economy consists of basic services and products including care and health services, food, housing, and energy.

[vi] Information and guides on the circular economy https://www.ellenmacarthurfoundation.org/circular-economy/what-is-the-circular-economy

GREENING OUR NEIGHBOURHOODS

To drive rapid carbon reduction in our neighbourhoods, the Council should reduce the need to travel, influence the type of travel adopted by residents and businesses, and improve energy efficiency in homes and public and commercial property to reduce their energy use across the borough. The Council can provide certainty for retrofitting businesses by creating a pipeline of work through social housing and increasing confidence for homeowners to make changes to their properties by identifying local trusted trades people.



Headline recommendation: Low-traffic neighbourhoods

Low-traffic neighbourhoods (LTNs) are zones of residential streets where through motor traffic is discouraged or reduced to promote active travel and cleaner air. The streets should be easily accessible, but not used by cars to pass through the area. As through traffic lessens, overall traffic levels, speeds, and emissions all are reduced. Neighbourhoods are resultantly safer, quieter, and see higher uses of public transport and active travel (ie walking and cycling). This is particularly beneficial for women and people with lower incomes who are more likely to rely on walking and public transport.

Examples internationally have garnered acclaim, particularly Barcelona's Superblocks that has created LTNs for areas with 5,000 to 6,000 people. The Superblocks were designed from a gender perspective, using gender-disaggregated data to understand and respond to gender differences in urban mobility patterns. For example, women are more likely to make short-distance, frequent journeys throughout the day, whereas men are more likely to make fewer but farther journeys during peak hours.[34] The City of Barcelona is continuing to collect and analyse gender-disaggregated data to evaluate and expand the Superblocks. Croydon's current use of School Streets is a form of LTN that operates with a time-limited filter. The implementation of LTNs would be complementary in creating more space for walking and cycling. The Commission recommends piloting an LTN in every ward across the borough.

Waltham Forest Council recently received funding from Transport for London (TfL) to create LTNs. After overcoming initial opposition and using a process to feed residents' views into the design, a series of LTNs was created that uses one-way streets, wider pavements, and planters, among other modal filters. It has transformed Walthamstow Village into a liveable neighbourhood with an average traffic reduction of 56%.[35] The LTNs in Waltham Forest have also led to a significant increase in walking among residents and an overall reduction in street crime, particularly violent and sexual offences.[36]

Before and after an LTN on Walthamstow Village's Orford Road[37]

Croydon's new LTNs should be chosen in areas of low air quality, particularly given the stark inequalities in air pollution,[38] and build on any lessons learned from the successful School Streets initiative. Key to their success is that LTNs should be co-designed with local residents and local businesses in areas they identify as high priority in their ward (due to poor air quality, safety concerns, and congestion). Meaningful community engagement in this process is essential, given the backlash against LTNs thus far.

For this process of co-design, there are guiding principles for LTNs:

- People should be able to walk across an LTN in 15 minutes.
- LTNs should be clustered around transport and amenity hubs.
- LTNs should be bordered by main 'distributor' roads.[39]

A whole suite of modal filters is available to be debated through co-design to produce the LTNs. These include bollards or planters, reclaiming portions of the street for greenery or seating, and cycle ways. Therefore, it is likely that each piloted LTN will be distinct and reflect the local context and the ambitions of residents and business owners.

It is important that LTNs are distributed equitably, given that they can particularly benefit people without access to private green space or with poor access to safe parks and public spaces for recreation and exercise. The LTNs introduced in London between March and September 2020 have been broadly equitable, with people in the most deprived quarter of areas nearly three times likelier to live in a new LTN than the least deprived quarter of areas.[40] However, although Black, Asian, and minority ethnic (BAME) people were slightly more likely than White people to live in a new LTN, there were variations by racial group: Black Londoners were likelier to live in a new LTN compared to White Londoners, but Asian Londoners were slightly less likely than White Londoners to live in a new LTN. Therefore, as more LTNs are implemented, the spatial equity of their distribution should be monitored.

Headline recommendation: 15-minute city

Building on the principles of the mixed-use, multi-modal, and sustainable neighbourhoods of New Urbanism, the 15-minute city advocates for an urban planning approach to create districts where critical urban necessities are all accessible in 15 minutes by foot or bike. The model is based on four main principles – proximity, diversity, density, and ubiquity – with each area containing six social functions – living, working, supplying, caring, learning, and enjoying. With this approach, residents will easily be able to access workplaces, eateries,

and green spaces from their homes. The Commission recommends adopting this model and integrating it into the *Croydon Local Plan*.[41]

The Mayor of Paris, Anne Hidalgo, has championed the model. Melbourne has developed a similar 20-minute neighbourhood concept, where all key amenities (eg schools or parks) are accessible in 20 minutes by active travel or public transport.

Croydon should seek to avoid monoculture, with the same iterations of the model repeated throughout the borough that could quickly degrade simultaneously. Rather, the 15-minute model should be used as a function to build a distinctive urban form for neighbourhoods across the borough, allowing local uniqueness and vibrancy to flourish. Using this model, there should be reductions in car use, greater local social cohesion and feelings of belonging, and increased local business activity. Neighbourhoods should also become greener and punctuated by routes for cycling. Croydon would become the home of cutting-edge urbanism.

Recommendations

The Commission recommends that the Council addresses the following priority actions:

Recommendation 11: Increase renewable energy production in the borough.

In particular:

- Conduct an **assessment of the potential renewable energy generation sites** across the borough and technology options. Build on the feasibility work already undertaken by the Council to identify viable solar energy generation sites, for example Thornton Heath Leisure Centre, Oasis Academy, and Croydon University Hospital.
- Conduct an **assessment of the range of delivery models** to achieve the renewable energy target, for example a Council-owned energy company supporting community renewable installations and power purchase agreements.
- Establish a **target to increase renewable energy generation by 10% every year** in Croydon.

Recommendation 12: Increase renewable energy demand.

In particular:

- Promote a **resident renewable switching campaign** targeting ‘able-to-pay’ residents. The Council to identify and assess mechanisms to provide affordable renewable energy to vulnerable residents and those living in fuel poverty.
- Publicise the renewable energy percentage of energy providers to inform residents/local businesses switching.
- **Switch to a renewable energy only supplier** across all Council-owned assets. The Council to assess the mechanism to achieve this, for example through power purchasing agreements.

Recommendation 13: Develop a pipeline of retrofit projects to decarbonise and improve the energy efficiency of commercial and residential buildings.

In particular:

- Conduct a **detailed housing stock retrofit needs analysis.** London Councils is currently conducting a retrofit needs analysis for London that is expected to produce a baseline of the carbon footprint and energy bills, an understanding of the architecture and measures installed to date, and retrofit scenarios and pathways to net zero. The Council should engage with London Councils to access this data.
- Accelerate efforts to **decarbonise social housing**, providing a pipeline of work for locally based businesses.
- Engage with local businesses on **commercial building retrofit** and explore tax-based incentives.
- Engage with residents' associations and owners of apartment buildings on **communal retrofits.**
- **Develop area-based retrofit schemes**, including neighbourhood retrofits, community heat networks, flat block retrofits, and a tailored offer to sheltered housing facilities.
- Establish with Council partners a **pipeline of retrofit work** for public buildings and social housing in Croydon.

Recommendation 14: Develop local retrofit delivery capacity to strengthen the local economy.

In particular:

- Create a **one-stop shop for private retrofit** advice, trusted traders, and accessing government grants.
- Create a **retrofit academy** in association with Croydon colleges that can provide good quality education leading to good quality jobs in retrofitting for residents in the borough.
- Provide **training and upskilling of current construction sector** workers.
- Use **public procurement social value commitments**, alongside closer working with local providers to promote retrofit activity.

Recommendation 15: Adopt the 15-minute city model and embed it into the *Croydon Local Plan* to localise the borough.

In particular:

- Develop **new spatial planning models** to attract businesses and facilities to localised community hubs with carefully planned active and public transport connections.

Recommendation 16: Promote public transport and active travel to become the natural first choice.

- **Improve and extend cycle routes** to connect all of Croydon and define lanes with green infrastructure (hedges and planters) to improve safety and green the environment. Increase access to cycle storage across the borough.

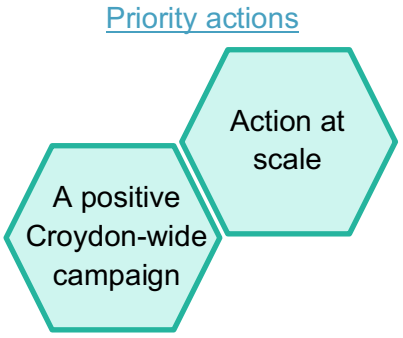
- Develop and pilot approaches to **low-traffic neighbourhoods (LTNs)** to reducing traffic in every ward. It is essential that lessons are learned from recent experience of imposing LTNs on communities. These pilots should be co-designed with residents and local businesses, and particularly target areas with poor air quality.
- Introduce **park-and-ride schemes** to reduce the number of vehicles entering central Croydon.
- Extend the **School Streets programme** to all schools in the borough with no parking near schools to reduce traffic and improve air quality. Support implementation with a campaign to encourage parents not to drive to schools.
- **Reduce the number of parking spaces** across the borough targeting areas of low air quality first.
- Use data from the Covid-19 pandemic **school bus provision** to assess if school buses should run all the time.
- Indicators of success to include a **reduction in car ownership for Croydon** as a whole, and air quality at key intervention areas.

Recommendation 17: Provide the infrastructure to enable the use of electric cars.

- Ensure the current commitment of 400 public charging points by 2022 is delivered and extended to improve access to rapid public charging points. Subsidise **electric vehicle charging and parking** to increase uptake.
- Increase access to **electric hire car hubs.**

GETTING PEOPLE AND BUSINESSES INVOLVED

To realise its ambitions, the Council will need buy-in and engagement from Croydon residents, employees, and businesses. This will require both awareness-raising activities across the borough about the actions residents, employees, businesses, trade unions, and other local organisations can take, and engagement activities to inspire people to take action.



Headline recommendation: High-profile school campaign

Schools provide a useful locus to tackle the climate crisis. First, schools offer opportunities to deliver effective educational campaigns and instil environment-positive behaviours in both school syllabuses and extra-curricular activities. Environmentalist theory and practice can be taught in schools. Second, as large assets with a significant footprint, schools can lead by example in pursuing emission-reduction measures, like generating renewable energy. The Commission recommends that the Council develops a high-profile campaign to reduce the emissions of all schools by 2025, including providing advice and support for all schools to become eco-schools. This campaign should directly engage children, parents, and school staff, while indirectly impacting wider community stakeholders.[vii]

Eco-schools should be the pinnacle of this campaign. Eco-schools are pupil-led programmes that have had success worldwide. Schools register to be an eco-school and then involve a co-governance process with school staff and pupils working side by side to review the school's environmental performance, create an action plan, and link the school's environmental activity to the curriculum. Each eco-school approach is tailored to the school's context and ambitions and driven by the users, resulting in positive behaviour change and the fostering of linkages with environmental organisations.[42]

Alongside these education-based changes, the Council's campaign should engage with senior school staff to discuss and help schools to implement operational changes that will reduce emissions. For instance, the Council could advocate for switching to renewable energy providers or installing solar panels on school buildings. The Commission recommends that the Council develops a suite of possible solutions for schools that can be delivered bespoke according to the needs and environment of each school.

[vii] Examples of initiatives include Ashden's campaign to support all schools reach zero carbon https://letsgozero.org/ and their Low Energy Sustainable Schools programme http://www.lessco2.org.uk/

Recommendations

To engage local stakeholders and communities to tackle the climate crisis, the Commission recommends that the Council addresses the following priority actions:

Recommendation 18: Develop a positive Croydon-wide campaign.

In particular:

- Frame the climate change emergence as **a challenge 'Croydon is taking on'**. The Council should highlight how multiple partners from businesses and trade unions across different sectors, community groups, and the Council are taking positive action.
- **Promote existing national campaigns** targeting increasing awareness of actions residents can take, and scale local campaigns and existing action by sharing best practice across the borough.
- **Support local innovation** though the provision of small seed-funding grants to locally based organisations and residents to deliver creative local campaigns to promote action.

Recommendation 19: Promote action at scale.

In particular:

- Develop a **high-profile campaign to reduce the emissions of all schools** by 2025. Provide advice and support for all schools to become eco-schools.
- **Increase the profile of local businesses** taking action to reduce carbon emissions through the establishment of Croydon Green Business Awards.
- **Pilot social value leases** on Council-owned assets to incentivise the creation of social, local economic and environmental outcomes through a reduction in rent.
- **Strengthen community-based organisations** to enable them to support and scale action within their communities. The Council to provide a flexible range of support for community-led action, led by the interests of local groups, including support to access small-scale funding.
- **Inspire action by showcasing examples** of actions that have worked elsewhere.

ACHIEVING THE SCALE OF CHANGE

Croydon Council is directly responsible for between 2% and 5% of the local area's production-based carbon emissions. The Council can additionally leverage action on climate change through its services, planning, enforcement roles, housing, regeneration, economic development activities, education and skills services, and investments.[43] However, these levers are not sufficient to deliver the ambition of climate change adaptation and net-zero carbon emissions. It is estimated that more than half of the emissions cuts needed rely on people and businesses taking up low-carbon solutions. To deliver the net-zero ambition will require local-level action to be supported by regional and national government action.

Recommendations

The Commission recommends the Council lobbies the Greater London Authority (GLA) and central government on four immediate areas for action:

Recommendation 20: Provide appropriate long-term funding to support delivering of climate adaptation and net-zero actions.

The Council should lobby national government for long-term devolved funding to support climate adaptation and net-zero actions. This financing should assist with the implementation and delivering of emission-reducing and renewable-energy-producing activities.

Recommendation 21: Extend the ultra-low emissions zone.

The Council should campaign for an extension of the ultra-low emissions zone (ULEZ) to the M25 to improve air quality in the capital as well as seek to reduce the use of emission-producing vehicles.

Recommendation 22: Provide affordable public transport

The Council should lobby the GLA and Transport for London (TfL) for more affordable public transport provision to increase Croydon's public transport capacity. Different forms of public transport should be lobbied for to increase the options available to Croydon's residents. The Commission recommends that the Council works closely with neighbouring boroughs to ensure joined-up public transport provision.

Recommendation 23: Adopt distance-based road pricing

The Council should engage with the GLA and TfL to advocate for replacing the current area-based congestion charge with distance-based road pricing and extend this scheme across all of London to support the reduction of private vehicle use.

A distance-based charge that could vary according to time-based congestion and pollution levels has the potential to reduce traffic by 10%–15% and total emissions and pollutants by 15%–20%.[44] A distance-based charge is progressive, reflects the length of individual

journeys, and represents the ‘user pays’ and ‘polluter pays’ principles. Additionally, public transport use and active travel behaviours should be improved.

Appendix 1: Recommendations

Getting the Groundwork Right									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
1. Rebuild trust	**Commit to deep ongoing engagement** with residents, community groups, workers, trade unions, and businesses to ensure initiatives aimed at reducing emissions and improving quality of life in the borough are co-created.	X		Ongoing		Enabling activity		Co-creation process encourages behaviour change for a diverse group across the borough.	Low
	Host annual community events to review progress and enable the community to hold the Council and other partners to account.	X		Ongoing		Enabling activity		Improves accountability.	Low
	Formalise a climate panel, with representatives from across the local area including a diverse group of residents, businesses, trade unions, and civil society organisations that can hold the Council to account, with a yearly review of progress, and a three-year review or a recommendations public hearing at which Council leaders report on progress on delivering a green transition in the borough.	X	X	1 year / ongoing		Enabling activity		Improves accountability.	Low

Getting the Groundwork Right									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
2. Develop an alliance of partners	**Commit to establishing a one-Croydon approach to ensuring a green economic recovery by building a broad alliance of partners** (including unions, businesses, civil society organisations, further education and skills providers, and other anchor organisations).	X	X	2–3 years		Medium	Strengthens economy and builds economic collaboration.	Improved awareness about green economic ways of working.	Low
	Create a collective plan of action and establish ways of working together to deliver the plan.	X	X	3–5 years		Medium	Strengthens economy and builds economic collaboration.		Low
	Support partners to disclose their carbon emissions, benchmark their progress, and share best practice.	X	X	3–5 years		Enabling activity		Sharing of best practice hones green economic ways of working.	Low
3. Get the Council's own house in order	**Ensure the Council's pension investment strategies are in line with its declaration of a climate emergency.**	X		1 year		Medium			Low
	Establish a clear strategy and timeframe for **divesting the Council's pension scheme** of fossil fuels and other high-carbon investments.	X		1 year		Medium			Low
	Transparently report on the progress of this divestment publicly.	X		Ongoing		Enabling activity			Low

Getting the Groundwork Right									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
	Appoint a Councillor with responsibility for overseeing implementation of the recommendations.	X		1 year		Enabling activity		Champions behaviour change in the Cabinet.	Low
	Create a senior-level resilience officer with cross-Council responsibility for implementing actions and ensuring all Council activity works to support climate change adaptation and the net-zero target.	X		1 year		Enabling activity		Champions behaviour change in the Council.	Low
4. Tackle adaptation risks	**Develop climate adaptation pathways for Croydon outlining current and future climate risks**, including a climate change risk assessment to understand current level of risk and vulnerabilities (eg including considering overseas risks), and drive action and communication.	X		1 year	All (flooding, overheating, water stress)	n/a			Low
	Conduct a thorough assessment of the current landscape for climate adaptation in Croydon. This should clearly state how risks will evolve in future and distinguish actions within the Council's direct control to influence, and actions that require the Council to lobby for national support.	X		1 year	All (flooding, overheating, water stress)	n/a			Low (actions may have costs)

Getting the Groundwork Right									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
5. Establish measures to understand progress	**Establish a clear and understandable baseline for production- and consumption-based carbon emissions** in the borough and prepare a roadmap of required reductions to meet the net-zero target by 2030.	X		1 year		Enabling activity		Provides roadmap indicating necessary behaviour change.	Low
	Create **a set of simple, understandable measures of success and accountability indicators** to chart progress in tackling the climate emergency in Croydon through climate change adaptation and mitigation actions. The baseline should be made publicly available, and results regularly published in the interests of transparency. The measures of success should include **a set of social indicators** that can monitor both the community grounding and the social justice impacts of the transition to net zero.	X		Ongoing	All (flooding, overheating, water stress)	Enabling activity	Ties progress with social justice, reducing local inequalities.	Added accountability and transparency enable an awareness of progress and risks, catalysing implementation of actions.	Low

Getting the Groundwork Right									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
6. Embed carbon reduction and climate adaptation in the activities and strategies of the Council and its key partners	**Conduct a thorough review of all current Council policies and strategies to ensure climate adaptation action is embedded.** Identify policies and strategies that are being updated in the short term as opportunities to embed adaptation action. Develop a plan of action with a clear timeline to embed adaptation action across all relevant policies and strategies.	X		1–2 years	All (flooding, overheating, water stress)	Low			Low
	Conduct a thorough review of all current Council activity to ensure it is working to support the carbon-reduction targets. Identify quick wins and longer-term changes in Council activity that can reduce the carbon footprint of the borough.	X		1–2 years		Medium			Low
	Conduct a thorough review of existing Council strategies and plans to ensure they support the carbon-reduction roadmap, identifying co-benefits and revising those that are not aligned. This includes strengthening planning regulations to cut emissions from new developments and address adaptation risks, including on small-scale builds.	X		1–2 years	All (flooding, overheating, water stress)	Low			Low

Getting the Groundwork Right									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
	Conduct a thorough review of processes guiding the Council's engagement with external partners, including procurement processes, to ensure the Council is encouraging and embedding measures of success consistent with the transition to net zero into partner and supplier agreements.	X		1 year		Medium		Encourages partners and suppliers to assist in transition to net zero.	Low
7. Contribute to a broader knowledge exchange	**Ensure ongoing engagement with other councils/GLA** to learn from their experience, share best practice, and assess opportunities for collaboration.	X	X	2–3 years	All (flooding, overheating, water stress)	Enabling activity	May present opportunities for green investment.	Encourages cooperation to tackle the climate crisis.	Low

Driving a Green Economic Recovery									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
8. Promote green jobs and skills	**Develop a medium-term plan to identify the pipeline of future good quality green jobs in the borough**, and to identify and prioritise the skills needed to open up these opportunities to local people.	X		1–4 years		Low	Creates new green jobs and green economic growth. Tackles local skills gaps		Low
	Ensure **workers who have been impacted by the Covid-19 pandemic**, particularly those facing job loss, and sectors impacted by the need to decarbonise (eg aviation) **are offered opportunities to upskill and retrain in order to access to growing work areas**.	X		1–3 years		Enabling activity	Helps sectors decarbonise efficiently. Tackles local skills gaps. Provides skilled employees to growing green sectors.		Medium
	Review how the Council can best support Croydon Works[viii] and Croydon-based Colleges to provide a training offer and support people into jobs in response to the current economic crisis, and in the medium term in support of the future green jobs strategy. Improve skills gaps information by including questions in business surveys to ensure the Council and colleges have information about emerging skills needs and gaps.	X		Ongoing		Enabling activity	Tackles the Covid-19 related economic crisis Tackles local skills gaps.		Medium

[viii] Croydon Works is Croydon's Job and Training Hub providing a free recruitment service, working in partnership with Job Centre Plus, Croydon College and Croydon Council https://croydonworks.co.uk/

Driving a Green Economic Recovery									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
	Remove barriers for businesses to support training by creating an appropriate point of contact to speak to about skills needs and support.	X		Ongoing		Enabling activity	Tackles local skills gaps.		Low
	Work with businesses and local unions to establish a borough-wide commitment to the London Living Wage.[ix] Ensure this commitment is consistently embedded in the Council's procurement policies building on work already undertaken by the Council in this area.		X	1–2 years		Enabling activity	Reduces local deprivation and inequalities. Improves local worker conditions.		Low
	Work with local unions to ensure new green jobs are good quality, providing stable, long-term, well-paid, rewarding work protected by proper union recognition.	X		Ongoing		Enabling activity	Reduces local deprivation and inequalities. Improving local worker conditions.		Low
9.Strengthen the local and foundational economy	Ensure foundational and local businesses have **easy access to adequate post-pandemic support** and are supported to **green their businesses**.	X		1-3 years		Enabling activity	Tackles the Covid-19-related economic crisis. Grows green business activities.		Low

[ix] Real Living Wage rates are defined by the Living Wage Foundation. The London Living Wage (£10.85 currently) is a London weighted version of the Living Wage Foundation's Real Living Wage (£9.60 currently across the UK except London) https://www.livingwage.org.uk/what-real-living-wage

Driving a Green Economic Recovery									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
	Provide **seed funding** to local green businesses that commit to be London Living Wage employers.	X		Ongoing		Low	Reduces local deprivation and inequalities. Improves local worker conditions. Grows green business activities.		Low-Medium
	Engage with local anchor institutions (Council, NHS, and education institutions) to agree a community wealth-building approach[x] to ensure, through their commitment to be a London Living Wage employer, and their use of investment and procurement spend, they support a green economic recovery.		X	1-3 years		Low	Reduces local deprivation and inequalities. Grows green business activities.	Support for green investment and procurement strategies.	Low
10. Strengthen the circular economy	Building on recent progress the Council should **continue to drive towards a circular economy** and open up local economic opportunities from designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.[xi]	X		Ongoing		Medium	Creates new green industries/businesses.	Support for recycling and reusing.	Low

[x] The five principles of community wealth building are defined as follows: plural ownership of the economy; making financial power work for local places; fair employment and just labour markets; progressive procurement of goods and services; and socially productive use of land and property https://cles.org.uk/what-is-community-wealth-building/the-principles-of-community-wealth-building/

[xi] Information and guides on the circular economy https://www.ellenmacarthurfoundation.org/circular-economy/what-is-the-circular-economy

Greening our Neighbourhoods									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
11. Increase renewable energy production	**Conduct an assessment of the potential renewable energy generation sites across the borough and technology options.** Building on the feasibility work already undertaken by the Council to identify viable solar energy generation sites, for example Thornton Heath Leisure Centre, Oasis Academy, and Croydon University Hospital.	X		1–3 years		Low			Low
	Conduct an assessment of the range of delivery models to achieve the renewable energy target, for example a Council-owned energy company, supporting community renewable installations and power purchase agreements.	X		1–3 years		Low			Low
	Establish **a target to increase renewable energy generation by 10% every year** in Croydon.	X	X	Ongoing to 2030		High	Invests in Croydon's renewable sector. Skills training and job creation.		Low (cost if Council-owned installation)
12. Increase renewable energy demand	**Promote a resident renewable switching campaign**.	X		Immediate		Enabling activity		Domestic use of renewable energy.	Low
	Publicise the renewable energy percentage of energy providers to inform residents/local businesses switching.	X		Immediate		Enabling activity		Domestic use of renewable energy.	Low

Greening our Neighbourhoods									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
	Council to switch to a renewable energy only supplier across all Council-owned assets.	X		Immediate-1 year (TBC if purchasing power agreements in place)		Medium			Minimal
13. Develop a pipeline of retrofit projects	**Conduct a detailed housing stock retrofit needs analysis.**	X		1 year		Enabling activity			Low
	Accelerate efforts to decarbonise social housing, providing a pipeline of work for locally based businesses.	X		10 years			Invests in Croydon's green businesses. Reduces fuel poverty.		Significant upfront capital costs but these can be shared with housing associations and built into existing maintenance budgets.
	Engage with local businesses on commercial building retrofit and explore tax-based incentives.	X		1 year		High	Invests in Croydon's green businesses.		Low
	Engage with residents' associations and owners of apartment buildings on communal retrofits.	X	X	1year		High	Invests in Croydon's green businesses.		Low
	Develop area-based retrofit schemes, including neighbourhood retrofits, community heat networks, flat block retrofits, and a tailored offer to sheltered housing facilities.	X		1–5 years		Medium			Medium

Greening our Neighbourhoods									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
	Establish with Council partners **a pipeline of retrofit work** for public buildings and social housing in Croydon.	X	X	1–5 years		Medium	Reduces fuel poverty for social housing residents.		Medium
14. Develop local retrofit delivery capacity	**Create a one-stop shop for private retrofit advice, trusted traders, and accessing government grants.**	X	X	1–2 years		Enabling activity		Improved awareness of retrofitting possibilities.	Set-up and running costs likely modest, might be supported by grants/external finance.
	Create of a retrofit academy in association with Croydon colleges that can provide good quality education leading to good quality jobs in retrofit for residents in the borough.	X	X	1–3 years		Enabling activity	Training and skilling. Skilled workers for growing green sector.		Funding sought from external stakeholders.
	Provide training and upskilling of current construction sector workers.	X	X	1 year		Enabling activity	Training and skilling. Skilled workers for growing green sector.		High government support needed.
	Use public procurement social value commitments, alongside closer working with local providers **to promote retrofit activity.**	X		Immediate		Enabling activity		Improved awareness of retrofitting.	Low

Greening our Neighbourhoods									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
15. Adopt the 15-minute city model and embed it into the *Croydon Local Plan* to localise Croydon	**Develop new spatial planning models to attract businesses and facilities to localised community hubs** with carefully planned active and public transport connections.	X	X	Ongoing to 2030	All (flooding, overheating, water stress)	High	Strengthens local business hubs.	Increased social cohesion. Reduced travel.	Low
16. Promote public transport and active travel to become the natural first choice	**Improve and extend cycle routes** to connect all of Croydon and define lanes with green infrastructure (hedges and planters). Increase access to cycle storage across the borough.	X	X	Ongoing to 2030		Medium		Increased active travel.	Medium
	Develop and pilot approaches to reducing traffic in every ward. It is essential that lessons are learned from recent experience of imposing LTNs on communities. These pilots should be co-designed with residents and local businesses, and particularly target areas with poor air quality.	X		1–3 years		Medium	Increases local business activity.	Increased active travel and use of public transport.	Medium
	Introduce park-and-ride schemes to reduce the number of vehicles entering central Croydon.	X	X	2–3 years		Low–medium		Encourage use of public transport.	Low–medium

Greening our Neighbourhoods									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
	Extend the School Streets programme to all schools in the borough with no parking near schools to reduce traffic and improve air quality. Support implementation with a campaign to encourage parents not to drive to schools.	X		1–2 years		Medium		Increased active travel and use of public transport.	Low
	Reduce the number of parking spaces across the borough targeting areas of low air quality first.	X		Ongoing to 2030		Low-medium		Increased active travel and use of public transport.	Low
	Use data from the Covid-19 **school bus provision** to assess if school buses should run all the time.		X	2–3 years		Low			Cost borne by TfL
	Indicators of success to include a **reduction in car ownership for Croydon** as a whole and air quality at key intervention areas.	X		Immediate		Low			Low
17. Provide the infrastructure to enable the use of electric cars	**Ensure the current commitment of 400 public charging points by 2022 is delivered** and extended to improved access to rapid public charging points. **Subsidise electric vehicle charging and parking to increase uptake**	X	X	Ongoing to 2022		Low		Increased uptake of electric cars.	Cost previously committed
	Increase access to electric hire car hubs	X	X	Ongoing to 2030		Low–medium		Increased uptake of electric cars.	Low

Getting People and Businesses Involved									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
18. Develop a positive Croydon-wide campaign	**Frame the climate change emergence as a challenge 'Croydon is taking on'**, and multiple partners from businesses and trade unions across different sectors, community groups, and the Council are taking action.	X		Ongoing	All (flooding, overheating, water stress)	Low		Improved positive attitude towards climate crisis.	Low
	Promote existing national campaigns targeting increasing awareness of action residents can take, and scale local campaigns and existing action by sharing practice across the borough.	X		Ongoing		Low		Increased awareness of possible actions.	Low
	Support local innovation though the provision of small seed-funding grants to locally based organisations/residents to deliver creative local campaigns to promote action.	X		Ongoing	All (flooding, overheating, water stress)	Low	Funds local projects that could have local economic outcomes.	Local projects will likely result in positive behaviour outcomes.	Medium
19. Promote action at scale	**Develop a high-profile campaign to reduce the emissions of all schools by 2025.** Provide advice and support for all schools to become eco-schools.	X	X	1-3 years		Medium		Environmentalism becomes a critical part of Croydon's schools' syllabuses.	Low
	Increase the profile of local businesses taking action to reduce carbon emissions through **the establishment of Croydon Green Business Awards**.	X		Ongoing		Low	Increases green business activities.		Low

Getting People and Businesses Involved									
Theme	Recommendation	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
	Pilot social value leases on Council-owned assets to incentivise the creation of social, local economic and environmental outcomes through a reduction in rent.	X		1-4 years		Low	Reduced rents may lead to larger investments in business.		Medium
	Strengthen community-based organisations to enable them to support and scale action within their communities. Council to provide a flexible range of support for community-led action, led by interests of local groups, including support to access small-scale funding.	X		1-4 years	All (flooding, overheating, water stress)	Low		Community-led sustainability initiatives.	Low-medium
	Inspire action by showcasing examples of actions that have worked elsewhere.	X		Ongoing		Low		Encourage behaviour changes by showcasing possible ways of working.	Low

Achieving the Scale of Change									
Theme	**Recommendation**	Croydon Council Direct Control	Lobby Other Body	Timescales	Adaptation Risk(s) Addressed	CO_2 Savings (Rating)	Local Economic Impact	Supporting Behaviour Change	Cost to Council
Lobbying the GLA, TfL, and national government	**20. Provide appropriate long-term funding to support delivery of climate adaptation and net-zero Actions.**		X	Ongoing	All (flooding, overheating, water stress)	Enabling	Greater investment in climate crisis projects and actions.		Low
	21 Extend the ultra-low emissions zone to the M25 to support the reduction of private vehicle use.		X	1–5 years		Medium		Reduced private motor car usage. Greater use of public transport and increased active travel.	Low
	22. Provide affordable public transport – lobby the GLA and TfL		X	Ongoing		Medium		Greater use of public transport.	Low
	23. Use distance-based road-pricing. GLA/TfL to introduce 'road pricing' instead of congestion charge and extend it across all of London to support the reduction of private vehicle use.		X	1–5 years		High		Reduced private motor car usage. Greater use of public transport and increased active travel.	Low

Appendix 2: The Croydon Climate Crisis Commission terms of reference

Background

In June 2019, Croydon Council declared a climate and ecological emergency and undertook to implement a process for acting on this declaration by commissioning a climate Citizens' Assembly and developing a Climate Crisis Commission. The Council founded an independent Commission to work in collaboration with the Council and the wider community, involve expert advice, and engage and co-produce with the people of Croydon, to drive forward radical action to decarbonise the local economy[xii] in a just and fair way.

Croydon Council partnered with the New Economics Foundation to set up the Croydon Climate Crisis Commission.

The Commission was launched on 12 March 2020, shortly before the country entered lockdown in response to the Covid-19 pandemic.

Purpose

The primary purpose of the Croydon Climate Crisis Commission is to drive rapid reductions in the carbon emissions from activities in the borough of Croydon, targeting carbon neutrality by 2030. Critically, the Commission aims to ensure the transition to zero carbon happens in a fair and just way, providing good quality jobs, improving wellbeing, and reducing inequality. This will be considered in the context of building back an economy that achieves these aims, following the lockdown in response to the Covid-19 pandemic.

The Commission's short-term purpose is to produce an action plan, developed with the people of Croydon, to show how the borough of Croydon can become carbon neutral by 2030. This action plan will be delivered to the Council, who will also be considering how to respond to the economic challenges caused by the Covid-19 pandemic. To produce the action place, the Commission will receive recommendations from a number of themed working groups and will be supported by the Council to run a public engagement process.

In the longer term there is the opportunity for the Commission to transition into an independent body that could support and hold the Council to account for the delivery of the action plan.

Scope

The Croydon Climate Crisis Commission will be an independent body governed by a board of appointed commissioners and members.

The Commission will play a key role in engaging the wider Croydon community and businesses large and small in the transition to net zero and is expected to forge alliances with a diverse range of groups and stakeholders.

[xii] 'Local economy' relates to the 'lived experience of the local economy'. This is the way in which the local economy functions to shape the lived experience of people within an area. The economy is understood holistically as the system by which resources are generated and transferred between people, as a means to generate wellbeing within environmental limits.

As an independent entity, the Commission is not limited in the breadth of its considerations but will be guided by evidence and expertise on how to achieve the carbon neutrality target. The Commission will build on the work of the Croydon Citizens' Assembly, which concluded in March 2020.

The Commission will be provided with a baseline assessment of the borough's carbon emissions, commissioned by the Council. This will be used to prioritise activity and monitor and report progress.

Key functions of the commission include the following:

- Build on the momentum created by the school climate strikes, Extinction Rebellion, and many other climate campaigners and groups.
- Carry forward the work of Croydon's Citizens' Assembly on climate and develop an action plan for Croydon to become carbon neutral by 2030.
- Bring experts from the community, business, science and politics together to design and fund new carbon neutral projects.
- Keep Croydon on track to hit its 2030 carbon neutral target and engage with anchor institutions in Croydon and the surrounding area to ensure this is achieved.
- Partner with other Commissions and groups around the country to lobby for the changes needed from national and regional government to allow us to achieve our ambitions.

The independent Commission is an evolving organisation that will develop over the next few months. Throughout this time there will be many opportunities for Croydon residents to get involved, within social distancing rules and restrictions.

Membership

The Chair of the Commission, appointed by the Council, is Miatta Fahnbulleh, CEO of the New Economics Foundation.

The Commission's membership brings together representatives from across the Croydon community. Membership of the Commission is drawn from the following groups:

- Local anchor institutions
- Croydon community representatives
- Technical specialists

Outputs

The initial output of the Commission will be a set of recommendations in the form of an action plan delivered to Croydon Council that sets out steps to be taken to transition the borough to its carbon-neutral target by 2030 in a just way as part of its recovery from the pandemic. These will consider the immediate term of the recovery from the Covid-19 pandemic. While delivered to the Council, the Commission consider recommendations for anchor institutions, the Great London Authority (GLA), and national government. The recommendations will be developed as the country is in the initial response and recovery

phases of the Covid-19 pandemic and a review point will be built in so they can be adjusted as necessary as the context changes.

Process and timescales

The intention is that the work of the Commission as set out in these terms of reference will proceed over a nine-month period in three phases (N.B. Progress is likely to be impacted by the response to the Covid-19 pandemic, and timings will be revised accordingly):

1. Working groups are established and develop technical action plans that the Commission will synthesise and prioritise.

2. A period of Council-led engagement on a draft action plan and events (subject to government advice on social distancing and events). It is noted that the Commission will not be able to do as much engagement in advance of agreeing its initial recommendations as previously hoped before the Covid-19 pandemic.

3. The Commission considers the responses to engagement and presents a recommended action plan to the Council.

Longer term

Following delivery of a recommended action plan to the Council, the Commission will consider a transition from its current scope to one of an independent body that can hold the Council to account for delivery. As this stage, the current Commission will develop recommended terms of reference for the next stage.

Independent of the structure of the Commission, the recommendations will include a review point at 12 months. This will be an opportunity to reflect on the recommendations and make adjustments to reflect a different economic position, progress made, and any changes to national and local policy since the recommendations were agreed. This also reflects that the initial recommendations will be prepared while the country is in the initial response and recovery phase from the Covid-19 pandemic.

Working groups

The Commission will be advised by working groups that will take an in-depth look at specific areas. The working groups will be made up of 12–15 people with expertise and experience of the areas being considered. Each working group will be chaired by a member of the Commission. The scope of the groups will be to consider the actions in their area and produce a report to the Commission on their recommended actions. The working groups will review available evidence and hear from subject matter experts as they produce their reports.

The structure and Chairs of the working groups was agreed at the first meeting of the Commission as follow:

- Adaptation and resilience (Candice Howarth)
- Jobs, skills, and employment (Jonathan Sharrock)
- Housing, planning, and built environment (Russell Smith)
- Transport and energy (Major infrastructure) (Peter Underwood)

- Awareness, engagement, and communications (Cllr Nina Degrads, Nkemdilim Onyiah)

The working groups will draw on the recommendations of the Croydon Citizens' Assembly and will develop technical action plans that the Commission will synthesise and prioritise. There are important cross-cutting issues that will need to be considered across the groups. The groups will work closely together supported by the Commission.

Scope

Each working group will play a key role in supporting the Commission in engaging the wider Croydon community in the transition to net zero and is expected to forge alliances with a diverse range of groups and stakeholders.

The scope of the groups will be determined by the Chair. Each group will consider the actions in their area and produce a report to the Commission on their recommended actions. The working groups should consider their recommendations against the aims of the Commission to drive forward action to decarbonise the local economy in a just and fair way. They will review available evidence and hear from subject matter experts as they produce their reports. The working groups will build on the work of the Croydon Citizens' Assembly, which concluded in March 2020. There are important cross-cutting issues that will need to be considered across the groups. The groups will work closely together supported by the Commission.

Outputs

Each working group will produce a series of recommendations for the Commission to consider ahead of public engagement. The recommendations should include some short-, medium-, and long-term actions for the Council and other stakeholders.

Appendix 3: Members of the Commission's Working Groups

Housing, planning and the built environment

Name	Role/Organisation	Role (if applicable)
Russell Smith	Commissioner	Chair
Natasha Brown	Croydon Citizens' Assembly	
Michael Boateng	Croydon Citizens' Assembly	
Steve Dennington (Shared Role)	Head of Spatial Planning, Croydon Council	
Jean Gooding	Croydon Citizens' Assembly	
Nik Nelberg	Earl and Calam Design and Build Ltd	
Ben Taylor	Croydon Living Streets	
Nicola Townsend (Shared Role)	Head of Development Management, Croydon Council	
Lucy Webb	Head of Regeneration, Croydon Council	
Alex Chapman	New Economics Foundation	Co-ordinator

Transport and energy

Name	Role/Organisation	Role (if applicable)
Peter Underwood	Commissioner	Chair
Titilope Adeove	Engineer and SELCE volunteer	
Rakesh Amin	Croydon Citizens' Assembly	
Austen Cooper	Croydon Cyclists	
Toby Costin	CREW Energy	
Bob Fiddik	Team Leader – Sustainable Development & Energy, Croydon Council	
Amy Foster	Croydon Living Streets	
Jay Ginn	Visiting Professor at KCL Institute of Gerontology	
Angus Hewlett	Croydon Living Streets	
Ava Osbiston	Healthy Streets Officer for Croydon, Sustrans	
Ian Plowright	Head of Transport, Croydon Council	
Peter McDonald		
Tiffany Lam	New Economics Foundation	
Chaitanya Kumar	New Economics Foundation	Co-ordinator

Awareness, engagement, and communications

Name	Role/Organisation	Role (if applicable)
Nkemdilim Onyiah	Commissioner	Chair
Councillor Nina Degrads	Croydon Council	Chair
Joe Duggan	Co-Chair Crystal Palace Transition Town	
Angus Hewlett	Croydon Living Streets	
Faiza Mahmood	Croydon Citizens' Assembly	
Leonie Osborne	Chair, Croydon Friends of the Earth	
Silvia Sánchez	Commissioner	
Ester Sutton	Commissioner	
Ben Taylor	Croydon Living Streets	
Yasmin Ahmed	Croydon Council	
Margaret Welsh	New Economics Foundation	
Elizabeth Cox	New Economics Foundation	Co-ordinator

Jobs, skills, and employment

Name	Role/Organisation	Role (if applicable)
Johnathan Sharrock	Coast to Capital	Chair
Dr Martin Graham	Croydon TUC	
Ann-Christine Harland	Croydon College	
Safina Jamal	Croydon Citizens Assembly	
Yvonne Okiyo	Equalities Manager, Croydon Council	
Arun Sahdev	Croydon Citizens' Assembly	
Matt Sims	Croydon BID	
Carol Squires (Shared Role)	Economic Development Manager	
Stephen Tate (Shared Role)	Director – Growth Employment and Regeneration	
Colette Beaupre	New Economics Foundation	Co-ordinator

Adaptation and resilience

Name	Role/Organisation	Role (if applicable)
Candice Howarth	LSE Place-based Climate Action Network	Chair
Yasmin Ahmed	Croydon Council	
Kristen Guida	London Climate Change Partnership	
Lewis Knight	Bioregional	
Grace Onions	Croydon Friends of the Earth	

Name	Role/Organisation	Role (if applicable)
Maria Smith	Buro Happold	
Jeff Sweeney	Croydon Citizens' Assembly	
Norman Vaciannia,	Croydon Council	
Elizabeth Cox	New Economics Foundation	Co-ordinator

Endnotes

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