

**LIVING HARROW- CLIMATE AND NATURE STRATEGY - APPENDIX**  
**STRATEGIC ACTION PLAN**

**THEME 1: CLEAN ENERGY USED EFFICIENTLY**

<b>Theme</b>	<b>Sub - Themes</b>	<b>Action Areas</b>	<b>Key Performance Indicator</b>	<b>Timescale(s)</b>	<b>Lead (s)</b>
Broad area of activity	More specific area of activity	The proposed key action areas for the strategy	How progress will be measured	When will the action area be addressed	Service Area (s) leading this action
<b>PRIORITY ACTION AREAS FOR THE COUNCIL AS AN ORGANISATION</b>					
<b>CLEAN ENERGY USED EFFICIENTLY</b>	<b>1. Corporate buildings &amp; schools decarbonisation</b>	<p>1.1 Ensure that Council's Corporate Asset Strategy and related policies fully support decarbonisation of our school and corporate estate</p> <p>1.2 Develop an Estate Decarbonisation Action Plan and funding strategy for the existing maintained school and corporate estate. The Plan to include:</p> <ul style="list-style-type: none"> <li>• maximising roof top solar installations to include battery storage where appropriate</li> </ul>	<p>Estate Decarbonisation Action Plan in place</p> <p>New building management database implemented</p> <p>Internal capacity and skills developed</p> <p>Funded decarbonisation programme being implemented with demonstrable carbon savings</p>	23/24 with new programme from 24/25	Estates & Facilities Teams with support from the Energy Team

		<ul style="list-style-type: none"> <li>• fabric improvements to include replacement of all single glazing and consideration of roof/wall insulation where possible</li> <li>• progressive replacement of all natural gas boilers with renewable heat sources (e.g., air-source source heat pumps)</li> <li>• Upgrading sites' electricity capacity where required</li> <li>• A prioritised pipeline of projects for the next 5-10 years</li> </ul> <p>1.3 Develop a comprehensive and maintained building management database with information relevant to energy efficiency and decarbonisation (e.g., boiler age, suitability of roofs for solar, heating pipework network condition, and opportunities for fabric upgrades)</p> <p>1.4 Mainstream implementation of retrofit works as part of the</p>			
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		<p>Facilities and Capital Works Teams' activity and develop internal capacity and skills</p> <p>1.5 Ensure efficient and effective supply chain delivery mechanisms for the carrying out of retrofit works at scale, to include building insulation, heat pumps and solar PV</p> <p>1.6 Reduce energy demand across the school and corporate estate through the promotion of good energy management practices (e.g., thermostatic controls and heating settings)</p> <p>1.7 Secure funding to enable implementation of pipeline of projects (embedded into Council Capital Programme combined with external funding where available, e.g., Public Sector Decarbonisation Scheme)</p> <p>1.8 To ensure works to existing buildings are carried out with a view to minimising emissions (e.g., using low embodied carbon materials)</p>			
	<p><b>2. Council housing decarbonisation</b></p>	<p>2.1 To develop a Housing Decarbonisation Action Plan for:</p> <p>(i) Properties within the HRA</p>	<p>Estate Decarbonisation Action Plan in place</p> <p>New building management database implemented</p>	<p>23/24 with concurrent implementation of retrofit programme</p>	<p>Housing Team</p>

	<p>(ii) Temporary accommodation owned by the Council (General Fund)</p> <p>The plan to include:</p> <ul style="list-style-type: none"> <li>- maximising roof top solar installations and consideration of battery storage where appropriate</li> <li>- fabric improvements to include replacement of all single glazing and consideration of roof/wall insulation where possible</li> <li>- progressive replacement of all natural gas boilers with renewable heat sources (e.g., air-source source heat pumps)</li> <li>- Upgrading sites' electricity capacity where required</li> <li>- A prioritised pipeline of projects for the next 5-10 years *(with a view to achieving an average of EPC C by 2030)</li> </ul> <p>2.2 Develop a comprehensive and maintained housing management asset database with information relevant to energy efficiency and decarbonisation (e.g., boiler age, suitability of roofs for solar,</p>	<p>Internal capacity and skills developed</p> <p>Funded decarbonisation programme being implemented with demonstrable carbon savings</p>		
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	<p>opportunities for fabric upgrades)</p> <p>2.3 Mainstream implementation of retrofit works as part of the Housing Asset Teams' activity and develop internal capacity and skills</p> <p>2.4 Ensure efficient and effective supply chain delivery mechanisms for the carrying out of retrofit works at scale to our housing stock, to include building insulation, heat pumps and solar PV</p> <p>2.5 Promote good energy management and conservation practices to tenants (e.g., thermostatic controls and heating settings, LED lightbulbs, low-cost draught control)</p> <p>2.6 Secure funding to enable implementation of a pipeline of projects (embedded into the Housing Capital Programme combined with external funding where available, e.g., Social Housing Decarbonisation Scheme)</p> <p>2.7 To ensure works to existing council housing are carried out with a view to minimising emissions (e.g., using low embodied carbon materials)</p>			
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	<b>3. New Council development</b>	<p>3.1 Ensure that the Council's major development schemes - including those within the Harrow Strategic Development Partnership and at Grange Farm – incorporate renewable heating solutions, are highly energy efficient and maximise local energy generation, so that they are capable of being net zero in operation.</p> <p>3.2 To ensure construction works are carried out minimising emissions (e.g., using sustainably sourced low embodied carbon materials)</p> <p>3.3 To use new council development as an opportunity to educate and inform residents about energy efficiency and new technologies (e.g., Heat pumps)</p>	<p>HSDP Energy strategy agreed</p> <p>Low carbon new development achieved</p> <p>Council schemes showcase new technology</p>	23/24 (strategy and design) implementation from [KS]	Regeneration and Housing Teams
	<b>4. Leased assets</b>	<p>4.1 To review leasehold arrangements to explore how the Council can work with its commercial and voluntary sector tenants to decarbonise its leased assets.</p> <p>4.2 To review opportunities to upgrade the energy efficiency of buildings during void periods</p>	Energy efficiency improvements to council leased buildings	23/24 and ongoing	Corporate Estate Team

	<b>5. Borough infrastructure</b>	<p>5.1 To complete the conversion of the borough's street lighting to LED and review opportunities for selective dimming / switch off at appropriate locations</p> <p>5.2 To work with utility companies to expand the capacity of the electrical and low carbon heating infrastructure in Harrow</p>	<p>LED conversion complete</p> <p>Capacity improvements within the borough</p>	2025/2026, subject to available funding (LED lighting)	<p>Highways Team</p> <p>Energy Team</p> <p>Planning Team</p>
	<b>6. Green power</b>	6.1 To keep under review the Council's electricity purchasing arrangements with a view to realising further opportunities to purchase electricity that is 100% renewable (including via power purchase agreements through collaboration with other boroughs in London)	Reduction in CO2 of purchased electricity	24/25 onwards	Energy Team
	<b>7. Staff and members</b>	7.1 Raise awareness with staff and members of the practical steps that they can take to reduce their personal energy use and move to renewable technologies	Increased communication activity / training	23/24 onwards	<p>Climate Team</p> <p>Communications Team</p>
<b>PRIORITY ACTION AREAS FOR THE BOROUGH</b>					
<b>Theme</b>	<b>Sub - Themes</b>	<b>Action Areas</b>	<b>Key Performance Indicators</b>	<b>Timescale(s)</b>	<b>Lead (s)</b>

CLEAN ENERGY USED EFFICIENTLY	<b>8. Retrofitting Private Buildings</b>	8.1 Promote the benefits of retrofitting privately owned housing and commercial property with energy conservation and generation measures, identifying and focussing upon worst performing stock first	Domestic Energy Officer recruited  Increased communications with residents and businesses	23/24 (Energy Officer)  Ongoing	Climate Team  Economic Development Team  Enforcement Team  Communications Team
	<b>9. Planning</b>	9.1 Ensure that the planning framework (and the emerging new Local Plan) secures net zero new development.	New Local Plan agreed	25/26	Planning Team
		9.2 To review carbon offset rates to incentivise onsite improvements and ensure that they properly reflect the true cost of offsetting carbon emissions	Carbon Offset rates updated	23/24 and ongoing	
9.3 To review how local planning policy and guidance can facilitate retrofit of existing buildings, to include heat pump and solar PV installations		Guidance in place	23/24		
	<b>10. National Policy</b>	10.1 Work with central and London government to enable policy and funding solutions that enable new net zero development and retrofit decarbonisation activity at scale	New policy and funding in place	Ongoing	Housing Team  Climate Team  London Councils

## THEME 2: GREEN MOBILITY

<b>Theme</b>	<b>Sub – Themes</b>	<b>Action Areas</b>	<b>Key Performance Indicators</b>	<b>Timescale(s)</b>	<b>Lead (s)</b>
Broad area of activity	More specific area of activity	The proposed key action areas for the Strategy	How progress will be measured?		Service Area (s) leading this action
		<b>PRIORITY ACTION AREAS FOR THE COUNCIL AS AN ORGANISATION</b>			
<b>GREEN MOBILITY</b>	<b>1. Our Vehicles and Equipment</b>	1.1 Develop a fleet decarbonisation plan that works towards electrification of the Council's fleet of vehicles by 2030	Fleet decarbonisation plan in place and being delivered	23/24 - 26/27	Fleet Management Services / Environment Team
		1.2 Implement an electric vehicle charging network at council sites to support decarbonisation of the council vehicle fleet	Further development to the existing depot provision	Ongoing	Climate Team Estates Team
		1.3 Explore the use of driver training, improved route mapping, biodiesel, and other technologies that will reduce emissions from the council's current fossil fuel powered fleet pending electrification	Measures implemented	Ongoing	
		1.4 Transition small grounds maintenance tools (e.g., strimmers and blowers) to electric	Tools electrified	23/24 - 25/26	

	<b>2. Staff Travel</b>	2.1 Continue to facilitate remote and flexible working arrangements to reduce unnecessary work-related travel  2.2 Encourage and support our staff to decrease emissions from their commuting and business travel, including via car sharing initiatives and cycling / e-bikes	Reduced emissions associated with staff travel	Ongoing	IT Team HR Team Climate Team Communications Team
	<b>3. Council Development</b>	3.1 Ensure that sustainable transport options are prioritised when developing the Council's own land, including via the Harrow Strategic Development Partnership	Transport emissions minimised	23/24 onwards	Regeneration Team Housing Team Planning Team
<b>PRIORITY ACTION AREAS FOR THE BOROUGH</b>					
<b>Theme</b>	<b>Sub - Themes</b>	<b>Action Areas</b>	<b>Key Performance Indicators</b>	<b>Timescale(s)</b>	<b>Lead (s)</b>
<b>GREEN MOBILITY</b>	<b>4. Avoiding Unnecessary Travel</b>	4.1 Facilitate the development of broadband infrastructure and enable higher levels of digital inclusion in the borough  4.2 Support, including via our Local Plan and Economic Strategy, the development of local shops and amenities accessible by walking, cycling and public transport	Increased connectivity and digital inclusion  Reduced travel and better local amenities	Ongoing	Economic Development Team Planning Team
	<b>5. Vehicles</b>	5.1 Improve and expand the public EV charging infrastructure in Harrow, including on Council assets (e.g., car parks and roadside locations).	Increased private and public charging provision  Improvements in air quality and public health	Ongoing	Highways Team Environmental Health Planning Team

		<p>5.2 To facilitate expansion of EV charging provision through planning controls for new development and guidance for existing householders</p> <p>5.3 Promote anti-idling in the borough</p> <p>5.4 Subject to consultation, to look to expand the school streets scheme to further suitable sites</p> <p>5.5 Encourage the further development of car clubs and car sharing schemes in the borough including making space available on Council assets</p> <p>5.6 Utilise parking and traffic management powers (e.g., speed limits, CPZs, parking charges) where appropriate to support reductions in transport related emissions</p>	Greater access to car clubs		
	<b>6. Active Travel</b>	<p>6.1 Expand and improve cycle and walking routes across the borough to include linking key transport hubs and town centres</p> <p>6.2 Promote bike hire schemes (including e-bikes) and improve cycle storage on public realm and housing land</p> <p>6.3 Develop a public realm design approach, facilitated by our Local Plan and Transport Strategy, that enables a transition to higher levels of walking, cycling and public transport use</p> <p>6.4 To deliver cycle training within the borough</p>	Greater levels of walking and cycling in Harrow	Ongoing	Highways Team

		6.5 To continue to deliver and maintain school travel plans that prioritise active travel			
	<b>7. Goods Deliveries</b>	7.1 Facilitate the consolidation, rescheduling, and electrification of goods delivery in the borough by working with partners in the public and private sectors  7.2 Promote sustainable 'last mile' delivery solutions for businesses and residents, to reduce emissions and congestion	Reduced emissions from business deliveries / reduced delivery vehicles on our roads	24/25 onwards	Highways Team  Economic Development Team
	<b>8. Improve Public Transport</b>	8.1 Engage with TFL to improve and promote the public transport offering available to Harrow residents, including the introduction of further zero emission buses and new routes  8.2 Integration of cycling and walking infrastructure at public transport hubs (e.g., step free access)	Greater access to low carbon public transport for residents	Ongoing	Highways Team
	<b>9. Highways Infrastructure</b>	9.1 Explore how investment in our highway's infrastructure can support reduction in emissions and the growth of the circular economy through the utilisation of low embodied carbon materials and installation processes  9.2 To ensure that the procurement of the highways term contractor includes consideration of sustainable materials, service delivery and innovation to reduce carbon emissions  9.3 Ensure that the use of highways land supports climate adaptation, flood resilience	Reduced emissions from our highways supply chain  Improvements to the natural capital value of our highways land	Ongoing	Highways Team  Procurement Team  Climate Team

		and the recovery of nature by enhancing the borough's blue and green infrastructure  9.4 To maximise the biodiversity value of grass verges at appropriate locations			
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### THEME 3: A WASTE FREE ECONOMY

<b>Theme</b>	<b>Sub – Themes</b>	<b>Action Areas</b>	<b>Key Performance Indicator</b>	<b>Timescale(s)</b>	<b>Lead (s)</b>
Broad area of activity	More specific area of activity	The proposed key action areas for the Strategy	How progress will be measured	When will the action area be addressed?	Service Area(s) leading this action
<b>PRIORITY ACTION AREAS FOR THE COUNCIL AS AN ORGANISATION</b>					
<b>WASTE -FREE ECONOMY</b>	<b>1. Council Supply Chains</b>	1.1 Phase out single use plastics across the Council's estate, including via catering supply chains  1.2 To implement and further develop the Council's low carbon procurement policy, to drive low carbon outcomes through the Council's supply chain, with a priority focus on high impact areas such as construction and highways infrastructure	Minimisation of single use plastics  Suppliers enter into Charter  Increase in no of suppliers with net zero targets and strategies	Ongoing  Review in 23/24, implementation ongoing	Facilities & Catering Teams  Procurement Team  Council-wide commissioning officers
	<b>2. Council Investments</b>	2.1 Ensure that the Council considers how its financial investment decisions can contribute to the growth of the Green Economy, including via the Pension Fund	Divestment from fossil fuel investments  Increase in % of Pension Fund investments in green funds	Ongoing	Finance team
	<b>3. Enabling Low-Carbon Options</b>	3.1 Implement high quality waste management and recycling practice within the Council's civic buildings, to include minimisation of food waste  3.2 Support our staff and members to reduce their consumption-related	All food waste recycled  Residual waste minimised	Ongoing - staff recycling campaign 23/24	Facilities Team  Catering team  Communications Team

		emissions (e.g., climate-friendly options at the canteen)			
<b>PRIORITY ACTION AREAS FOR THE BOROUGH</b>					
<b>Theme</b>	<b>Sub – Themes</b>	<b>Action Areas for New Strategy</b>	<b>Key Performance Indicator</b>	<b>Timescale(s)</b>	<b>Lead (s)</b>
<b>WASTE -FREE ECONOMY</b>	<b>4. Support Greener Businesses</b>	4.1 Work with local businesses to facilitate changes in consumer habits and grow the green local economy	Commercial Waste Team data	23/24 onwards	Commercial Waste Team
		4.2 Support businesses to prevent waste, e.g., unnecessary packaging, whilst promoting the use of materials that can be reused and recycled.	Number of reuse and repair businesses in Harrow		Licensing Team Economic Development Team
	<b>5. Reduce, Re-use and Recycle</b>	5.1 Support residents to responsibly minimise waste entering the Council's waste management system	Reduced residual waste	Ongoing	Waste Team
		5.2 Provide residents with good information regarding opportunities to reduce waste, reuse and recycle, including promoting the benefits of textile and electricals repair, re-use and recycling	Increased recycling	Local Plan adoption 25/26	Comms Team
		5.3 Increase the availability of local repair, re-use and recycling options available to residents within the borough	Increased communication activity		West London Waste Authority
		5.4 Facilitate the reduction of single use plastics across Harrow, including via the food supply chain and promotion of refill opportunities	Improved information / offering at the Waste & Recycling Centre	Public Health Team	

		<p>5.5 To review how the service and information offered at the Council's Waste and Recycling Centre can further facilitate repair, re-use and recycling in Harrow</p> <p>5.6 Using the planning system to facilitate the reduction of waste and maximisation of recycling</p> <p>5.7 To ensure that planning policy, and the new Local Plan, promotes and facilitates the circular economy including through low-embodied carbon construction methods</p> <p>5.8 To promote the mental health benefits of acquiring new skills and developing a resilient local community through the growth of the circular economy (e.g., cooking skills, repair skills, community sharing initiatives, use of local repair businesses)</p>			
	<b>6. Food</b>	<p>6.1 Promote the benefits of healthy, climate-friendly food choices</p> <p>6.2 Support schemes to reduce food waste and enable the redistribution of surplus food locally</p> <p>6.3 Encourage home composting where appropriate and otherwise enable the separation of food waste from residual waste</p> <p>6.4 To use the new Local Plan to facilitate local growing opportunities through protecting and expanding allotments and community gardens</p>	<p>Less food waste overall (and contribution to the cost-of-living crisis)</p> <p>Increased communications on diet choices and food waste</p>	<p>Ongoing</p> <p>23/24 and 24/25 (food campaign)</p> <p>25/26 Local Plan adoption</p>	<p>Public Health</p> <p>Comms Team</p> <p>Waste Team</p> <p>Planning Team</p>

	<b>7. Disposal</b>	7.1 Work with West London Waste Authority (WLWA) and other partners to progressively reduce the carbon and environmental footprint of the borough's waste disposal arrangements.	Reduce residual waste Increase recycling	Ongoing	West London Waste Authority

## THEME 4: HEALTHY PLACES FOR US AND NATURE

<b>Theme</b>	<b>Sub – Themes</b>	<b>Action Areas</b>	<b>Key Performance Indicators</b>	<b>Timescale(s)</b>	<b>Lead (s)</b>
Broad area of activity	More specific area of activity	The proposed key action areas for the Strategy	How progress will be measured	When will the action area be addressed	Service area(s) leading this action
		<b>PRIORITY ACTION AREAS FOR THE COUNCIL AS AN ORGANISATION</b>			
<b>HEALTHY PLACES FOR US AND NATURE</b>	<b>1. Council development</b>	1. To ensure that all new council development, including via the Harrow Strategic Development Partnership, is designed to be climate resilient and contributes to biodiversity and ecosystem enhancements	Designs address these issues  New council development delivered	23/24 and ongoing	Regeneration Team  Housing Team  Planning Team
	<b>2. Council owned land</b>	1. To review public land to identify suitable sites for planting initiatives and other enhancements, with a focus on enabling climate resilience, carbon sequestration, biodiversity gain, local food production and greater levels of community engagement	Sites identified and improvements undertaken	23/24 onwards	Planning Team  Housing Team  Climate Team  Environment Team
	<b>3. Staff and members</b>	1. Ensure that operational buildings are designed and developed to support the health and well-being of users, and provide access to	High quality working environments  Staff satisfaction	Ongoing (training programme from 23/24)	Estates Team  Climate Team  Communications Team

		<p>high quality green space where possible</p> <p>2. Raise awareness with staff and members of the importance of protecting and restoring biodiversity and ecosystems, and the practical steps that they can take to support nature's recovery and improve their own wellbeing</p>	Increased internal communications / training		HR Team
<b>PRIORITY ACTION AREAS FOR THE BOROUGH</b>					
<b>Theme</b>	<b>Sub – Themes</b>	<b>Action Areas</b>	<b>Key Performance Indicators</b>	<b>Timescale(s)</b>	<b>Lead (s)</b>

<p><b>HEALTHY PLACES FOR US AND NATURE</b></p>	<p><b>4. Community Engagement</b></p>	<p>1. To promote the benefits of local green spaces to Harrow's diverse residents, including the value of spending time outdoors to physical and mental wellbeing</p> <p>2. To promote tree planting, wildlife gardening and other initiatives to enable residents through the borough's extensive network of private gardens to increase tree cover, improve and enhance biodiversity, and meet more food demand through local production (e.g., How to guides)</p> <p>3. To continue to work with schools to enable children and young people to spend time in, and learn more about, the local natural environment (e.g., Harrow School Farm, Woodland Adventure Group)</p> <p>4. To engage with the Harrow Parks User Groups, Harrow Nature Conservation Forum and other partner organisations to enable increased local action and volunteering in our parks and open spaces</p>	<p>Increased communication activity / signposting to residents</p> <p>Improved public health outcomes</p> <p>New habitats and increased biodiversity</p> <p>Increased volunteering</p> <p>Lower levels of litter / pollution</p>	<p>Ongoing</p>	<p>Public Health</p> <p>Climate Team</p> <p>Communications Team</p> <p>Infrastructure Team / Environment Team</p> <p>Partner Organisations (Harrow Conservation Forum)</p>
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		<p>5. To work with the community to minimise environmental pollution and significantly decrease littering across Harrow, including robust enforcement where necessary</p>			
	<p><b>5. Planning and other policy</b></p>	<p>1. To ensure the development of the planning policy framework via the Local Plan promotes the objectives of this theme, to include greater emphasis on the importance a natural capital approach, enhancing biodiversity and protecting green infrastructure (e.g.,</p>	Local Plan adoption	25/26	<p>Planning Team</p> <p>Climate Team</p> <p>Environment Team</p> <p>Emergency Planning Team</p>

		<p>incorporating sustainable drainage solution).</p> <p>2. To ensure the effective administration and implementation of Biodiversity Net Gain as a requirement for all new developments, to include establishing local habitat banks on public land for offsite improvements.</p> <p>3. To develop a local Climate Adaptation Plan for Harrow that includes addressing risks relating to overheating, flooding, water supply and quality, pests and diseases and the loss of natural capital.</p>	<p>Biodiversity Net Gain being delivered</p> <p>Climate adaptation plan in place</p>	<p>From 23/24</p> <p>24/25</p>	
	<p><b>6. Green and Blue Infrastructure</b></p>	<p>1. To develop and implement enhancements to the borough's green and blue infrastructure, to enhance climate and ecosystem resilience</p> <p>2. To deliver the council's Environment Agency nationally funded projects including the Silk Stream project</p>	<p>The borough's green and blue infrastructure is enhanced</p>	<p>Ongoing</p>	<p>Environment Team</p> <p>Planning Team</p>

		3. To encourage and support residents to implement sustainable drainage solutions on their properties			
	<b>7. Public Green Spaces</b>	<p>1. To achieve the re-accreditation of the borough's existing six Green Flag Parks and the accreditation of three further parks, to include biodiversity enhancements (e.g., new meadow areas)</p> <p>2. To ensure opportunities for habitat enhancement included as part of the development of a new Parks Strategy and in individual park management plans</p> <p>3. To expand changes to cutting and management regimes at appropriate parks, open spaces and highway verge sites, in order to enable the development of more biodiverse grassland areas and other new habitats</p>	<p>Green Flag Parks accredited</p> <p>Park Strategy and further management plans developed</p> <p>New habitats created in parks</p>	23/24 - 24/25 (Ongoing)	<p>Leisure Team</p> <p>Environment Team</p> <p>Climate Team</p>