

Cabinet AGENDA

DATE: Thursday 30 May 2019

TIME: 6.30 pm

VENUE: Committee Rooms 1 & 2, Harrow Civic Centre,
Station Road, Harrow, HA1 2XY

MEMBERSHIP

Chair: Councillor Graham Henson (Leader of the Council, Portfolio Holder for Strategy, Partnerships, Devolution and Customer Services)

Portfolio Holders:

Councillor Sue Anderson	Community Engagement and Accessibility
Councillor Simon Brown	Adults and Public Health
Councillor Keith Ferry	Deputy Leader, Regeneration, Planning and Employment
Councillor Phillip O'Dell	Housing
Councillor Varsha Parmar	Environment
Councillor Christine Robson	Young People and Schools
Councillor Krishna Suresh	Community Cohesion and Crime
Councillor Adam Swersky	Finance and Resources
Councillor Antonio Weiss	Non-Executive Cabinet Member
John Higgins	Non-Executive Voluntary Sector Representative

(Quorum 3, including the Leader and/or Deputy Leader)

Contact: Alison Atherton, Senior Professional - Democratic Services
E-mail: alison.atherton@harrow.gov.uk

Useful Information

Meeting details:

This meeting is open to the press and public.

Directions to the Civic Centre can be found at:
<http://www.harrow.gov.uk/site/scripts/location.php>.

Filming / recording of meetings

The Council will audio record Public and Councillor Questions. The audio recording will be placed on the Council's website.

Please note that proceedings at this meeting may be photographed, recorded or filmed. If you choose to attend, you will be deemed to have consented to being photographed, recorded and/or filmed.

When present in the meeting room, silent mode should be enabled for all mobile devices.

Meeting access / special requirements.

The Civic Centre is accessible to people with special needs. There are accessible toilets and lifts to meeting rooms. If you have special requirements, please contact the officer listed on the front page of this agenda.

An induction loop system for people with hearing difficulties is available. Please ask at the Security Desk on the Middlesex Floor.

Agenda publication date: Tuesday 21 May 2019

PUBLIC NOTICE (Pages 7 - 8)

AGENDA - PART I

1. APOLOGIES FOR ABSENCE

To receive apologies for absence (if any).

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub-Committee or Panel;
- (b) all other Members present in any part of the room or chamber.

3. PETITIONS

To receive any petitions submitted by members of the public or Councillors.

4. PUBLIC QUESTIONS *

To receive any public questions received in accordance with paragraph 16 of the Executive Procedure Rules.

Questions will be asked in the order in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

[The deadline for receipt of public questions is Friday 24 May 2019. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. COUNCILLOR QUESTIONS *

To receive any Councillor questions received in accordance with paragraph 17 of the Executive Procedure Rules.

Questions will be asked in the order agreed with the relevant Group Leader by the deadline for submission and there be a time limit of 15 minutes.

[The deadline for receipt of Councillor questions is 3.00 pm, Friday 24 May 2019].

6. KEY DECISION SCHEDULE MAY - JULY 2019 (Pages 9 - 20)

7. PROGRESS ON SCRUTINY PROJECTS (Pages 21 - 22)

For consideration

COMMUNITY

- KEY 8. LOCAL IMPLEMENTATION PLAN 3** (Pages 23 - 188)
Report of the Corporate Director, Community
- KEY 9. REGENERATION PROGRAMME UPDATE - BUILDING A BETTER HARROW** (Pages 189 - 204)
Report of the Corporate Director, Community
- KEY 10. HARROW STRATEGIC DEVELOPMENT PARTNERSHIP** (Pages 205 - 226)
Report of the Corporate Director, Community
- KEY 11. ROAD SAFETY STRATEGY** (Pages 227 - 278)
Report of the Corporate Director, Community
- KEY 12. SUSTAINABLE TRANSPORT STRATEGY** (Pages 279 - 404)
Report of the Corporate Director, Community

PEOPLE

- KEY 13. CHILDREN LOOKED AFTER HEALTH ASSESSMENT CONTRACT** (Pages 405 - 412)
Report of the Corporate Director, People

RESOURCES AND COMMERCIAL

- KEY 14. AUTHORITY TO PROCURE A RENEWAL OF THE COUNCIL'S MICROSOFT LICENCES** (Pages 413 - 434)
Report of the Director of Customer Services and Business Transformation
- KEY 15. ENTERPRISE RESOURCES PLANNING SYSTEM - PROCUREMENT** (Pages 435 - 442)
Report of the Director of Finance
- 16. APPOINTMENT OF CABINET ADVISORY PANELS, CONSULTATIVE FORUMS AND APPOINTMENT OF CHAIRS** (Pages 443 - 452)
Report of the Director of Legal and Governance Services
- 17. TIMETABLE FOR THE DEVELOPMENT OF THE COUNCIL'S POLICY FRAMEWORK** (Pages 453 - 458)
Report of the Director of Legal and Governance Services

18. APPOINTMENT OF PORTFOLIO HOLDER ASSISTANTS (Pages 459 - 464)

Report of the Director of Legal and Governance Services

19. ANY OTHER URGENT BUSINESS

Which cannot otherwise be dealt with.

20. EXCLUSION OF THE PRESS AND PUBLIC

To resolve that the press and public be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of confidential information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972:

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
21.	Regeneration Programme Update – Building a Better Harrow - Appendix	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).
22.	Harrow Strategic Development Partnership	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).

AGENDA - PART II

21. REGENERATION PROGRAMME UPDATE - BUILDING A BETTER HARROW (Pages 465 - 466)

Appendix to the report of the Corporate Director, Community are attached.

22. HARROW STRATEGIC DEVELOPMENT PARTNERSHIP (Pages 467 - 534)

Appendices to the report of the Corporate Director, Community are attached.

*** DATA PROTECTION ACT NOTICE**

The Council will audio record items 4 and 5 (Public and Councillor Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[Note: The questions and answers will not be reproduced in the minutes.]

Deadline for questions	3.00 pm on 24 May 2019
Publication of decisions	31 May 2019
Deadline for Call in	5.00 pm on 07 June 2019
Decisions implemented if not Called in	08 June 2019

Legal & Governance Services
Director – Hugh Peart

PUBLIC NOTICE

CABINET – 30 MAY 2019 AT 6.30 PM NOTICE OF PRIVATE MEETING

Pursuant to paragraph 5(4)&(5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, notice is hereby given that the Cabinet will need to meet in private, as previously advised via the Key Decision Schedule, May to July 2019.

[For information, the Key Decisions advised via the Key Decision Schedule for May to July 2019 (published on 30 April 2019) are to be considered and are set out on the Cabinet agenda.



Director of Legal and Governance Services
Date: 21 May 2019

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London Borough of Harrow

KEY DECISION SCHEDULE (MAY 2019 - JULY 2019)

MONTH: May

The following is a list of Key Decisions which the Authority proposes to take at the above Cabinet meeting. The list may change over the next few weeks. A further notice, by way of the Cabinet agenda, will be published no less than 5 clear days before the date of the Cabinet meeting, showing the final list of Key Decisions to be considered at that meeting.

A Key Decision is a decision by the Executive which is likely to:

- (i) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effects on communities living or working in an area of two or more wards or electoral divisions of the Borough.

A decision is significant for the purposes of (i) above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question.

Decisions which the Cabinet intends to make in private

The Cabinet hereby gives notice that it may meet in private after its public meeting to consider reports which contain confidential information. The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

Reports relating to decisions which the Cabinet will take at its private meeting are indicated in the list of Key Decisions below with the reasons for the decision being made in private where appropriate. The Schedule also contains non-Key Decisions which involve Cabinet having to meet in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations please contact Democratic & Electoral Services. You will then be sent a response in reply to your representations. Both your representations and the Cabinet's/Leader's response will be published on the Council's website <http://www.harrow.gov.uk/www2/mgListPlans.aspx?RPId=249&RD=0&bcr=1> at least 5 clear days before the Cabinet meeting.

The Cabinet/Leader will be considering a report prepared by the relevant Directorate. The report together with any other documents (unless they contain exempt information) will be available for inspection 5 clear days before the decision is taken by Cabinet/Leader from Democratic Services, on 020 8424 1263 or by contacting democratic.services@harrow.gov.uk or by writing to Democratic & Electoral Services, Harrow Council, Civic Centre PO Box 2, Station Road, Harrow, HA1 2UH or on the Council's website. Copies may be requested but a fee will be payable. Reports to be considered at the Cabinet's public meeting will be available on the Council's website 5 clear days before the meeting.

The KDS looks 3 meetings ahead and will be published 28 clear days before the Decision Date / Period of Decision.

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
MAY 2019						
Enterprise Resources Planning System - Procurement	To seek authority to procure a contractor to implement a Cloud-based Enterprise Resource Planning (ERP) System	Cabinet	30 May 2019	Councillor Adam Swersky Dawn Calvert, Director of Finance bernie.harrison@harrow.gov.uk, tel. 020 8424 1200	Open	Agenda report and any related appendices Consultation with all Council departments
Local Implementation Plan 3	To recommend to full Council the adoption of the Local Implementation Plan (3).	Cabinet	30 May 2019	Councillor Varsha Parmar David Eaglesham, Service Manager - Traffic & Highway Network Management david.eaglesham@harrow.gov.uk, tel. 020 8424 1500	Open	Report and any related appendices Final LIP 3 The public will be consulted on the draft LIP3.

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Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
Road Safety Strategy	To approve the Road Safety Strategy.	Cabinet	30 May 2019	Councillor Varsha Parmar David Eaglesham, Service Manager - Traffic & Highway Network Management david.eaglesham @harrow .gov.uk	Open	Agenda report and any related appendices Draft Road Safety Strategy
Sustainable Transport Strategy	To approve the Sustainable Transport Strategy.	Cabinet	30 May 2019	Councillor Varsha Parmar David Eaglesham, Service Manager - Traffic & Highway Network Management david.eaglesham @harrow.gov.uk,	Open	Agenda report and any related appendices The strategy expands on the sustainable transport policies in LIP3 which has already been subject to public consultation.

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
Children Looked After Health Assessment Contract	To seek approval from Cabinet to integrate the current service into the 0-19 Service as a contract variation and to award the Agreement.	Cabinet	30 May 2019	Cllr Christine Robson Peter Tolley, Interim Divisional Director, Children and Young People peter.tolley@harro w.gov.uk tel: 020 8736 6978	Open	Agenda report and any related appendices Groups that have been and will continue to be consulted are professionals within social care, Health, Education, stakeholders, Legal.
Regeneration Programme Update - Building a Better Harrow	To provide an update on the progress of all Regeneration activity being designed and delivered across the borough.	Cabinet	30 May 2019	Councillor Keith Ferry Councillor Adam Swersky Jan Rowley, Interim Divisional Director, Regeneration and Planning jan.rowley@harro w.gov.uk	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Agenda report and any related appendices

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
Harrow Strategic Development Partnership	To approve commencement of a procurement exercise for a strategic partner, to facilitate the development of council owned regeneration sites.	Cabinet	30 May 2019	Cllr Keith Ferry Councillor Adam Swersky Jan Rowley, Interim Divisional Director, Regeneration and Planning jan.rowley@harro w.gov.uk	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Agenda and any related appendices Ward Councillors will be notified.
Authority to Procure a Renewal of the Council's Microsoft Licences	To authorise the procurement of Microsoft licenses to permit the use of necessary software and services, delegate authority to make the decision about the exact quantity and type of licences to procure and to enter into the necessary legal	Cabinet	30 May 2019	Cllr Adam Swersky Carol Cutler, Director of Business Transformation and Customer Services carol.cutler@harro w.gov.uk tel:020 8736 6701	Open	Agenda report and any related appendices

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	agreements to give effect to the procurement of the Microsoft licences.					
JUNE 2019						
Revenue and Capital Outturn 2018/19	To note the Revenue and Capital outturn position as at 31 st March 2019 and to approve and note any recommended carry forwards.	Cabinet	20 June 2019	Cllr Adam Swersky Dawn Calvert, Director of Finance Funmi.ogunnaike @harrow.gov.uk tel: 020 8424 7544	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Agenda report and any related appendices
JULY 2019						
Review of Council Tax Support Scheme and Authority to	To note the review and/or agree to consultation on	Cabinet	11 July 2019	Councillor Adam Swersky Fern Silverio,	Open	Agenda report and any related appendices

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
Consult	technical changes to ensure scheme is fit for purpose and aligns with DWP changes with effect from 1 April 2020.			Head of Service, Collections & Benefits fern.silverio@harrow.gov.uk, tel. 020 8736 6818		
2019-20 to 2021-22 MTFS Progress Update and Month 2 Revenue Budget Monitoring Report	To note progress on implementation of the MTFS	Cabinet	11 July 2019	Cllr Adam Swersky Dawn Calvert, Director of Finance Funmi.ogunnaike@harrow.gov.uk tel: 020 8424 7544	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Agenda report and Appendices
Parking Management and Enforcement Strategy	To approve the Parking Management and Enforcement Strategy and agree to undertake public	Cabinet	11 July 2019	Cllr Varsha Parmar David Eaglesham, Service Manager - Traffic & Highway Network Management	Open	Agenda report and any related appendices Draft Parking Management and Enforcement Strategy

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	consultation on the proposed changes to parking controls and charges.			david.eaglesham@harrow.gov.uk tel: 020 8424 1500		Draft Public Consultation document The public will be consulted on the proposed changes to parking controls and charges.

HARROW COUNCIL CABINET 2018/19

CONTACT DETAILS OF PORTFOLIO HOLDERS

Portfolio	Councillor	Address	Telephone no.	Email
Leader, Strategy, Partnerships, Devolution & Customer Services	Graham Henson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07721 509916 Group Office: (020) 8424 1897	Email: graham.henson@harrow.gov.uk
Deputy Leader, Regeneration, Planning & Employment	Keith Ferry	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07922 227147 Group Office: (020) 8424 1897	Email: keith.ferry@harrow.gov.uk
Adults & Public Health	Simon Brown	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: simon.brown@harrow.gov.uk
Community Cohesion & Crime	Krishna Suresh	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07967 565477 Group Office: (020) 8424 1897	Email: krishna.suresh@harrow.gov.uk

Portfolio	Councillor	Address	Telephone no.	Email
Community Engagement & Accessibility	Sue Anderson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07875 094900 Group Office: (020) 8424 1897	Email: sue.anderson@harrow.gov.uk
Environment	Varsha Parmar	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07764 681987 Group Office: (020) 8424 1897	Email: varsha.parmar@harrow.gov.uk
Finance & Resources	Adam Swersky	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07904 466987 Group Office: (020) 8424 1897	Email: adam.swersky@harrow.gov.uk
Housing	Phillip O'Dell	64 Marlborough Hill HARROW HA1 1TY	Tel: (020) 8861 0090 Group Office: (020) 8424 1897	Email: phillip.odell@harrow.gov.uk
Young People & Schools	Christine Robson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: christine.robson@harrow.gov.uk

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PROGRESS ON SCRUTINY PROJECTS

Review	Methodology	Type of report	Expected date for report to Cabinet	Comments
<p>Joint Overview & Scrutiny Committee (JHOSC) for Shaping a Healthier Future Programme</p>	<p>Joint Committee</p>	<p>Update reports will be provided for O&S/ Health and Social Care sub committee and Cabinet (for information)</p>	<p>As required</p>	<p>Harrow hosted the JHOSC meeting on 12 March 2019. The agenda included consideration of progress on the SaHF programme and funding bid as part of the Strategic Outline Case Part 1, NHS long term plan and creating an integrated care system in NW London.</p> <p>The JHOSC will be conducting its annual review and setting its work programme for 2019/20 at a members' workshop on 24 May.</p>
<p>Reducing youth violence – A Public Health Approach and the contribution other strategies and policies can make</p>	<p>Review</p>	<p>Report to Cabinet</p>	<p>June 2019</p>	<p>The final report has been submitted to O&S for presentation on the 4th of June. The report will then go to Cabinet in June.</p> <p>A number of recommendations have been made following the filed visits and a challenge panel.</p>
<p>Highways Maintenance – Improving information and engagement with the public to reduce the number of resident complaints/letters</p>	<p>Review</p>	<p>Report to Cabinet</p>	<p>June 2019</p>	<p>The scope and methodology for the review were signed off by O&S in November.</p> <p>The review group has met on a number of occasions and conducted site visits to look at maintenance works in progress and also back office functions. Discussions with the portfolio holder have also taken place. The final report and recommendations from the review group will be presented to O&S on 4 June.</p>

Contact: Rachel Gapp, Head of Policy. **Tel:** 020 8416 8774

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REPORT FOR: CABINET

Date of Meeting:	30 th May 2019
Subject:	Transport Local Implementation Plan (LIP3)
Key Decision:	Yes
Responsible Officer:	Paul Walker, Corporate Director - Community
Portfolio Holder:	Councillor Varsha Parmar, Portfolio Holder for Environment
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix A – Final LIP3 Appendix B – Strategic Environmental Statement

Section 1 – Summary and Recommendations

This report sets out the background to the third Transport Local Implementation Plan (LIP3) and the associated Strategic Environmental Statement for LIP3.

Recommendations:

Cabinet is requested to:

1. Recommend to full Council to adopt the revised Transport Local Implementation Plan (LIP3) set out at Appendix A.

2. Recommend that full Council delegate authority to the Corporate Director – Community to make minor changes and updates to the planned programme of investment subject to additional information on funding being provided post approval of the LIP3 by the full Council.

Reason: (For recommendations)

LIP3 is a statutory document and will make a significant improvement to the borough. The objectives and policies included in LIP3 will enable the borough to deliver improved air quality, safer neighbourhoods, improved accessibility, and improve borough health through providing increased opportunities for active travel.

The Strategic Environmental Statement is a statutory document that needs to be published following adoption of by the Council of LIP3.

Section 2 – Report

Introductory paragraph

- 2.1 LIP3 is a statutory document required by the Mayor of London that must show how the borough will implement the Mayor’s Transport Strategy (MTS) locally in Harrow. It contains all of Harrow’s transport objectives, policies, delivery proposals and outcomes that the borough is seeking to achieve. Funding for schemes included in LIP3 is predominantly from Transport for London (TfL), although Borough capital funding and Section 106 funding are also included in the plan. The LIP3 delivery plan covers the three year period from 2019/20 to 2021/22.
- 2.2 The cabinet meeting on 13 September 2018 approved the draft LIP3 for the purposes of consultation. The consultation took place between 17th September and 26th October 2018.
- 2.3 Following this consultation, changes were made and reviewed by the Overview and Scrutiny Committee on 13th November 2018. No substantive changes were required.
- 2.4 TfL responded to the full consultation after the Overview and Scrutiny meeting and their input and further changes were considered by the Portfolio Holder in accordance with the delegated authority granted by Cabinet and were agreed by the Portfolio Holder - Environment on 14th February 2019.
- 2.5 TfL comments were positive overall and their response included the following statements:

The draft LIP3 gives a very good overview of the challenges and opportunities for transport in Harrow and demonstrates a clear desire to deliver against the MTS aims and outcomes.

The 13 objectives that the borough has set are welcomed and are well informed by, and linked to, the local challenges and opportunities.

- 2.6 The revised draft LIP3 was submitted to TfL in February 2019 for their consideration. The Deputy Mayor of London approved Harrow's LIP3 on 12th April 2019.
- 2.7 The final LIP3 document is provided in **Appendix A**.
- 2.8 Upon adoption of LIP3, the regulations require the borough to produce a Strategic Environmental Assessment statement summarising:
- i. how environmental considerations have been integrated into the LIP;
 - ii. how consultation with both the environmental authorities and the public have been taken into account;
 - iii. the reasons for choosing the measures and strategies adopted rather than other alternatives considered; and
 - iv. proposals for monitoring.
- 2.9 The Strategic Environmental Statement is provided in **Appendix B**.

Options considered

- 2.10 None, producing these documents is a legal requirement.

Background

- 2.11 The Mayor of London published his transport strategy in 2018. There are three key themes to the MTS as follows

- Healthy Streets and healthy people
- A good public transport experience
- New homes and jobs

Subsequently the borough was required to produce a revised Transport Local Implementation Plan (LIP3).

- 2.12 The overarching aim of the MTS is for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041.
- 2.13 LIP3 includes borough transport objectives for the next 20 years and explains how meeting these will contribute to achieving the Mayor's overarching mode share aim and each of the nine Mayoral strategic

outcomes. LIP3 also includes a three year programme of investment starting in 2019/20 and includes delivery proposals for the period 2019/20 - 2021/22 and the targets and outcomes the borough are seeking to achieve.

- 2.14 The LIP3 transport objectives included in the plan were developed in order to do the following:
- Assist in delivering the borough corporate priorities
 - Address Harrow's key transport concerns
 - Help to address local environmental issues relevant to LIP3
 - Assist in delivering the Mayor of London's nine strategic transport outcomes identified in the MTS
 - Assist in delivering the Mayoral overarching aim for 80% of all trips in London to be made on foot, by cycle or using public transport by 2041
- 2.15 The draft LIP3 has also considered the Harrow Core Strategy, the Harrow Health and Wellbeing Strategy 2016-2020, the needs of the Harrow and Wealdstone Opportunity area, the legal requirements of the Disability Discrimination Act and the environmental implications.
- 2.16 Following LIP3 adoption, the previous LIP2 will be superseded and no longer be Council policy.
- 2.17 There are several other documents associated with LIP3 that expand on different areas of policy delivery in the LIP and have been reviewed in light of the changes introduced through LIP3. These revised strategic documents include the Harrow Road Safety Strategy, Parking Management and Enforcement Strategy and Walking, Cycling & Sustainable Transport Strategy. These documents are also being presented to Cabinet and are on the agenda to this meeting.

Staffing/workforce

- 2.18 The works identified for delivery in the draft LIP3 will be fully resourced by the TfL LIP funding. Some supporting funds from Harrow Capital and section 106 developer contributions may be available. The delivery of the programme will be undertaken by existing staff resources within the Traffic, Highways & Asset Management team supported by technical consultants as needed.

Performance Issues

- 2.19 Implementing LIP3 will help to deliver Harrow's corporate priorities and in particular building a better Harrow and protecting the most vulnerable.
- 2.20 It is a requirement for LIP3 to include targets against the Mayor of London's overarching mode share aim, the Mayor of London's nine

strategic transport outcomes and their respective outcome indicators. TfL needs to approve the targets set. The targets set are realistic but challenging and meeting them will be dependent on the availability of funds to implement appropriate schemes and the ability to deliver behavioural changes. These caveats are included in LIP3.

2.21 The targets set in LIP3 are shown in the following table.

	Target	Target year	Latest data
Overarching mode share aim			
Londoners' trips to be on foot, by cycle or by public transport	50%	2021	Between 2014/15 and 2016/17, 48% of daily trips were made by foot, cycle or public transport
Outcome 1: London's streets will be healthy and more Londoners will travel actively			
Londoners to do at least the 20 minutes of active travel they need to stay healthy each day	34%	2021	Between 2014/15 and 2016/17, 25% of residents were recorded as doing at least 20 mins active travel a day
Londoners have access to a safe and pleasant cycle network	10%	2021	In 2016, none of her residents lived within 400m of the London-wide strategic cycle network
Outcome 2: London's streets will be safe and secure			
Deaths and serious injuries from all road collisions to be eliminated from our streets (2005/09 baseline)	20KSIs	2022	The 2005/09 baseline in Harrow is 58 KSIs
Deaths and serious injuries from all road collisions to be eliminated from our streets (2010/14 baseline)	13KSIs	2030	The 2010/14 baseline in Harrow is 42 KSIs
Outcome 3: London's streets will be used more efficiently and have less traffic on them			
Reduce the volume of traffic in London.	568 million annual vehicle km miles	2021	In 2015, traffic levels recorded by the DfT were 568 million annual vehicle kms. Target is a 0% increase by 2021
Reduce car ownership in London	100,600	2021	In 2016, the number of licensed cars owned in Harrow was 104,675
Outcome 4: London's streets will be clean and green			
Reduced CO ₂ emissions	124,800 tonnes	2021	In 2013, 141,600 tonnes of CO ₂ were emitted from road transport in Harrow
Reduced NO _x emissions	210 tonnes	2021	In 2013, 460 tonnes of NO _x were emitted from road transport in Harrow

	Target	Target year	Latest data
Reduced particulate emissions	43 tonnes PM ₁₀ 21 tonnes PM _{2.5}	2021	In 2013, 51 tonnes of PM ₁₀ and 28 tonnes of PM _{2.5} were emitted from road transport in Harrow
Outcome 5: The public transport network will meet the needs of a growing London			
More trips by public transport - 14-15 million trips made by public transport every day by 2041	125,000 trips	2021	117,000 trips per day were made by public transport between 2013/14 and 2015/16
Outcome 6: Public transport will be safe, affordable and accessible to all			
Everyone will be able to travel spontaneously and independently.	5 mins	2041	Difference between total public transport network journey time and total step free public transport journey time in 2015 was 12 minutes
Outcome 7: Journeys by public transport will be pleasant, fast and reliable			
Bus journeys will be quick and reliable, an attractive alternative to the car	11.5mph	2021	In 2015, bus speeds were 11.1mph
Outcome 8: Active, efficient and sustainable travel will be the best options in new developments			
Outcome 9: Transport investment will unlock the delivery of new homes and jobs			
Delivery of Section 106 agreements	100%	2021	Implementation of all planning conditions
CIL agreements used for strategic transport initiatives	100%	2021	Use of funding to support the delivery of strategic transport interventions

Environmental Implications

- 2.22 The draft LIP3 underwent a Strategic Environmental Assessment (SEA). This indicated that there are environmental benefits from delivering the works included. The main benefits are in improving air quality and also improving the population and human health. No negative environmental issues were identified as part of the SEA.
- 2.23 Key air quality benefits identified were from reducing car travel, encouraging greener vehicles and reducing congestion.
- 2.24 Key population and human health benefits identified were from reducing casualties, encouraging active travel, health walks and as a result of improving air quality. The benefits associated with increased active travel and health walks are reduced diabetes and obesity levels.

- 2.25 In line with the SEA regulations, the Environmental Statement associated with LIP3 will be made available on Harrow's website.

Risk Management Implications

- 2.26 Risk included on Directorate risk register? No
- 2.27 Separate risk register in place? Yes. The delivery of interventions and schemes resulting from LIP3 policy will be subject to separate risk assessments.
- 2.28 The major risk to delivery of all schemes is lack of funding. None of the funding shown in the draft LIP3 is guaranteed.
- 2.29 TfL are not able to confirm funding availability over the lifetime of the LIP and therefore not all schemes will be implemented. As this will be a public document, this may raise public expectations and not be realised.
- 2.30 Funds for work outlined in the plan are from Transport for London through the LIPs needs based funding and other TfL / GLA bidding funding streams. Some funding is also from the Council capital budget and Section 106 funds. These funds are also not guaranteed.
- 2.31 Any larger scheme that is progressed will include a separate scheme risk register.
- 2.32 If funding is not available for future works programmed in LIP3 then future TfL funding requests will reflect the changes and timetables will be reprofiled.
- 2.33 If the Mayor of London does not approve the Plan he has the powers to prepare a Plan on behalf of the Council and recover his costs.
- 2.34 If the Council fails to implement any proposal in the Plan, the Mayor of London may do it on the Council's behalf and charge reasonable expenses.

Procurement Implications

- 2.35 Consultants and contractors will need to be procured to deliver LIP3 proposals. This is business as usual. The level of annual funding available is relatively stable and therefore work will be procured in line with the Public Contract Regulations 2015 and our internal Contract Procedure Rules .

Legal Implications

- 2.36 Section 145 of the Greater London Authority Act 1999 ("the GLA Act") requires all London authorities as soon as reasonably practicable after the Mayor has published a transport to prepare a LIP setting out

proposals for implementing the Mayor's Transport Strategy for their area. In preparing its LIP, the Council is required to have regard to the Mayor of London's Transport Strategy and the guidance issued by the Mayor.

- 2.37 As the LIP3 has been approved by the Mayor, the Council is required under section 151 of the GLA Act to implement the proposals contained in the LIP3 following its adoption by full Council.
- 2.38 The Mayor can exercise his powers under section 152 of the GLA Act to implement the proposals in the LIP3 on behalf of the Council if he considers that the Council has failed or is likely to fail satisfactorily to implement any proposal contained in the LIP3. Should the Mayor exercise his power to implement the proposals on behalf of the Council, he is entitled by virtue of section 152 (7) of the GLA Act to recover the reasonable costs of doing so. However, it is considered that the Mayor is only likely to exercise this power in cases where a local authority has deviated significantly from its LIP and the Mayor's Transport Strategy, rather than where there have been minor programme variations.
- 2.39 By virtue of Article 4 and Part 3A of the Council's Constitution, the decision to approve the LIP3 is reserved for full Council.

Financial Implications

- 2.40 There is no guarantee from TfL that the level of funding will be available over the lifetime of the LIP and therefore the figures included in LIP3 are indicative only and/or subject to a separate bidding process.
- 2.41 The programme contained in LIP3 relies on funding from a variety of sources including, TfL grant, the Council's capital budgets and relevant Section 106 developer or other external contributions. The projects will only be implemented based on funding availability. TfL normally confirms the financial settlement on an annual basis. If funding is provided by TfL, it is a financial requirement that the borough spends the allocation on the schemes identified.

Equalities implications / Public Sector Equality Duty

- 2.42 LIP3 underwent an Equalities Impact Assessment and in preparing the LIP3, the Council has had due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it as required under section 149 of the Equality Act 2010.
- 2.43 Delivering the proposals in the LIP3 will benefit all the people living in the borough with resultant positive impacts on the following groups:

Protected characteristic	Programmes	Impact
Age (young and old)	<ul style="list-style-type: none"> • Healthy streets suitable for improved access for all; road safety, additional seating, an improved environment for walking and cycling and general environmental improvements. • More active travel provides health benefits, cycle training and walking for Health encouraged. • School travel planning supports safer and more sustainable journeys to school. • Road safety interventions and resources for road users aged 60+ by targeting community groups, day centres and social clubs, facilitating bespoke workshops and presentations and providing road safety literature. 	Positive
Disability (People with mobility difficulties)	<ul style="list-style-type: none"> • More appropriately located disabled parking spaces. • Ongoing shopmobility and travel training support. • Healthy streets reviews to include appropriate dropped kerbs and improved road crossings suitable for those with visual or auditory impairments. • Increased provision of healthy streets suitable for improved access for all; including improved road safety, additional seating, an improved environment for walking and cycling and general environmental improvements. • Independent travel training supported for people with learning difficulties. 	Positive

Council Priorities

2.44 The following table show the key inputs from the strategy that will support the Council priorities.

Council priorities	LIP3 key input
Building a Better Harrow	Sustainable transport support for growth areas, healthy streets, liveable neighbourhoods, 20mph zone extensions, road safety improvements and training, Electric charging infrastructure, cycle facilities and training

Section 3 - Statutory Officer Clearance

Name: Jessie Man

on behalf of the
Chief Financial Officer

Date: 25/04/19

Name: Abiodun Kolawole

on behalf of the
Monitoring Officer

Date: 26/04/19

Name: Nimesh Mehta

on behalf of the
Head of Procurement

Date: 23/04/19

Name: Paul Walker

Corporate Director

Date: 29/04/19

Ward Councillors notified:

YES

EqIA carried out:

YES

EqIA cleared by:

**Dave Corby,
Community - Equality
Task Group (DETG)
Chair**

Section 4 - Contact Details and Background Papers

Contact: David Eaglesham, Head of Traffic, Highways & Asset Management, 020 8424 1500, david.eaglesham@harrow.gov.uk

Background Papers:

Cabinet Report, 13th September 2018 - Draft Transport Local Implementation Plan 3

Overview and Scrutiny Committee Report, 13th November 2018 - Draft Transport Local Implementation Plan 3

Portfolio Holder for Environment Report – February 2019 - Draft Transport Local Implementation Plan 3

<p>Call-In Waived by the Chair of Overview and Scrutiny Committee</p>	<p>YES/ NO / NOT APPLICABLE*</p>
------------------------------------------------------------------------------	-----------------------------------------

(for completion by Democratic Services staff only)

** Delete as appropriate
If No, set out why the decision is urgent with reference to 4b - Rule 47 of the Constitution.*

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Harrow

Transport Local Implementation Plan 2019/20 - 2021/22



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Foreword

We welcome the opportunity to set out Harrow's third Transport Local Implementation Plan. This plan sets out long terms goals and transport objectives for the next 20 years and includes an initial three-year programme of investment to be delivered over 2019/20 – 2021/22. We are pleased that Harrow has now adopted two important and ambitious new approaches to transport and road safety delivery across the borough.

Firstly, Vision Zero, which establishes our intention to eliminate all road traffic deaths and serious injuries by 2041.

Secondly, Healthy Streets, which will help us work towards creating a healthier and more attractive street environment, increasing the number of people walking, cycling and using public transport and changing streets so that quality of life for all people is improved, enabling people to live well and reduce inequalities.

Adopting a Healthy Streets approach to transport in the borough will promote active travel and encourage modal shift. Harrow's ambition is to increase active travel and particularly increase cycling for journeys currently made by car. This will not only improve the health of cyclists, but also improve air quality and reduce congestion which in turn has significant wider health benefits.

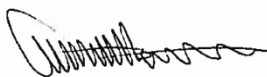
This transport plan will also support Harrow's Core Strategy which sets out the Borough development strategy for the next fifteen years. The delivery of the transport plan proposals will help the borough to ensure that where housing and population growth occurs, the population does not become car dependent and that there is a preferred and easy option to choose sustainable travel as an alternative.

This new plan will also refocus our efforts on dealing with local issues and as such it will enable the borough to deliver improved air quality, more liveable neighbourhoods, improved accessibility and increased opportunities for active travel. These initiatives are so important as the borough urgently needs to address the low levels of active travel in the borough as well as the high levels of obesity and diabetes.

The plan has already undergone a wide scale public consultation which has refined the initial plans to deliver improved policies and to ensure that the borough addresses the wider needs of the population.

Through working collaboratively with other organisations and those who live and work in Harrow, we believe we have created a transport plan that will work towards better enabling Harrow to improve and to ensure that it remains an attractive place for all to live, work and spend time in.

Graham Henson - Leader of the Council



Cllr Varsha Parmar - Portfolio holder for Environment



Executive summary

The Transport Local Implementation Plan for the London Borough of Harrow sets out long terms goals and transport objectives for the borough for the next 20 years, proposes a three-year programme of investment starting in 2019/20, and includes a delivery plan for the period 2019/20 - 2021/22. It also includes the targets and outcomes the borough is seeking to achieve.

The plan identifies how the London Borough of Harrow will work towards achieving the MTS priorities which are:

- Healthy Streets and healthy people
- A good public transport experience
- New homes and jobs

The overarching aim of the Mayor of London's transport strategy is for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041. Harrow is committed to supporting these aims and priorities. It is particularly important in the borough where obesity and diabetes levels are high and activity levels are low. Delivering increased active travel and increasing activity levels are key ways to address these issues.

To deliver the Mayor's priorities, policies in Harrow that cover walking, cycling, schools, public transport, road safety, parking and enforcement, social inclusion, public realm, regeneration, freight, highway management, changing behaviour, environmental issues and low emission vehicles and working in partnership have all been considered. Changes were needed to reflect the new Mayor of London's transport strategy and to prepare for the significant projected population growth in London, potentially reaching 10.5 million residents by 2041.

As a result of LIP3, the borough will be able to access significant funding from Transport for London. This funding will enable the borough to deliver healthy streets, improve road safety, better environmental infrastructure and more facilities for cycling.

Included in this plan are ambitious plans to extend 20mph zones, deliver road safety education and local road safety schemes, improve conditions for walking, cycling, accessibility, network performance, bus priority and freight management and in the longer term deliver more liveable neighbourhoods in the borough. As a result of this plan, significant environmental improvements will be made across the borough which will help to prepare the borough to mitigate climate change.

1. Introduction and preparing a LIP

1.1 Introduction

- 1.1.1 The Local Implementation Plan (LIP) is a statutory document prepared under Section 145 of the GLA Act and sets out how the borough proposes to deliver the Mayor's Transport Strategy (MTS) in its area, as well as contributing to other local and sub-regional goals. It has been developed in accordance with the Revised Guidance for Borough Officers on Developing the Third Local Implementation Plan.
- 1.1.2 This document is the third LIP for the London Borough of Harrow. It covers the same period as the MTS (published in March 2018) and it also takes account of the transport elements of the draft London Plan¹ December 2017, and other relevant Mayoral and local policies. The LIP sets out long terms goals and transport objectives for the London Borough of Harrow for the next 20 years, a three-year programme of investment starting in 2019/20, and includes a delivery plan for the period 2019/20 - 2021/22 and the targets and outcomes the borough are seeking to achieve. A more detailed delivery plan is provided for the financial year 2019/20.
- 1.1.3 This LIP identifies how the London Borough of Harrow will work towards achieving the MTS priorities which are:
- Healthy Streets and healthy people
 - A good public transport experience
 - New homes and jobs
- 1.1.4 The Council notes that the overarching aim of the Mayor of London's transport strategy is for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041, compared to 63 per cent today, and there are different targets set for central, inner and outer London. The LIP outlines how Harrow Council will set local priorities and targets in order to assist with achieving these Mayoral priorities.
- 1.1.5 This document also outlines how the Council will work with TfL to assist with delivering the outcomes, polices and proposals of the MTS.

1.2 Local approval process

- 1.2.1 Draft contents of LIP3 (3rd Local Implementation Plan) were agreed with the Portfolio Holder at various stages in its development. A report was brought to the Harrow Traffic and Road Safety Advisory Panel (TARSAP) for consideration during the consultation period.
- 1.2.2 Harrow Cabinet considered the draft LIP3 and delegated final amendments to be made by the Portfolio Holder on 13th September 2018.

¹ The London Plan is the Mayor's Spatial Development Strategy for London. The plan sets out an integrated economic, environmental, transport and social framework for the development of London over the next 20-25 years

- 1.2.3 Public consultation of draft LIP3 took place in September/October 2018.
- 1.2.4 The final draft LIP3 was submitted to TfL on 2nd November 2018.
- 1.2.5 Harrow Overview and Scrutiny Committee considered the draft LIP3 and the consultation results and amendments on 15th November 2018.
- 1.2.6 Should amendments to the final draft LIP3 be required, these will be done during April 2019 and in May 2019 Harrow Council will adopt the final LIP3.

1.3 Statutory consultation

- 1.3.1 The borough undertook a six week public consultation on LIP3 between 17th September and 26th October 2018. The consultation appeared on the borough's consultation website, and both LIP3 and the SEA Environmental Report were available for any member of the public to consider.
- 1.3.2 The draft LIP3 consultation and the SEA Environmental Report were also directly sent to the following organisations:
- TfL
 - Metropolitan Police Service
 - Harrow Association of Disabled People
 - London Travel Watch
 - Historic England
 - The Environment Agency
 - Natural England
 - WestTrans
 - London Borough of Hillingdon
 - London Borough of Barnet
 - London Borough of Brent
 - London Borough of Ealing
 - Hertfordshire County Council
 - Three Rivers District Council
 - Hertsmere Borough Council
 - Voluntary Action Harrow
 - Brent and Harrow chamber of commerce
 - London First
 - Pinner Local History Society
 - Harrow Friends of the Earth
 - Harrow Heritage Trust
 - Harrow in Leaf
 - Harrow Natural History Society
 - Harrow Nature Conservation Forum
 - Herts and Middlesex Wildlife Trust

- Harrow Cyclists
- Freight Transport Association
- Road Haulage Association
- The RAC
- The AA
- Living Streets
- London cycling campaign
- London Taxi Drivers Association
- Sustrans
- Harrow BID
- Shopmobility
- British Motorcycle Federation
- Motorcycle Action Group
- ROSPA

1.3.3 The draft LIP3 was also widely consulted within Harrow Council, with the consultation also sent to the following:

- Councillors
- Environmental Services
- Planning Services
- Regeneration
- Public Health
- Economic Development
- Housing
- Education
- Children Services
- Adult Services

1.3.4 Similar to previous LIP consultations in Harrow, the initial response was slow. To encourage increased involvement in the consultation, letters highlighting the consultation were also circulated to all schools and community champions across the borough. The Council also tweeted about the consultation throughout the consultation period and placed an advert on the Council's main website page.

1.3.5 Following the LIP3 consultation, the initial proposed changes to LIP3 were approved at the Harrow overview scrutiny meeting of 13 November 2018. Further changes made following the overview scrutiny meeting were separately agreed with the Portfolio Holder. A consultation summary is included in the overview scrutiny report and is available via Harrow's website²).

² http://www.harrow.gov.uk/info/100011/transport_and_streets/951/harrow_transport_policy_documents

1.4 Statutory duties

- 1.4.1 The borough has taken into account all the statutory duties and processes as set out in the requirements in the GLA Act in the preparation of this LIP.
- 1.4.2 The borough has met its statutory duty and conducted a Strategic Environmental Assessment (SEA) and, as recommended, an Equality Impact Assessment (EQIA) on the contents of LIP3. The LIP3 Outcomes and programmes have been assessed for both purposes, and this process has not identified any necessary changes to LIP3 and. No changes to LIP3 were made as a result of this assessment).
- 1.4.3 The SEA scoping report went out for consultation for five weeks via email to statutory consultees and environmental groups on 6th July 2018 and was available on the Harrow website until 10th August 2018. The consultation was also sent to environmental and planning parts of Harrow Council for internal consideration. The statutory consultees for the SEA are:

Historic England
The Environmental Agency
Natural England

- 1.4.4 The following organisations were also consulted on the SEA scoping report:

Harrow in Leaf
Harrow Friends of the Earth
Harrow Natural History Society
Harrow Nature Conservation Forum
Pinner Local History Society
Herts and Middlesex Wildlife Trust
Harrow Heritage Trust
TfL

- 1.4.5 The following responses were received regarding the SEA scoping consultation

Table 1: Consultation responses to SEA

Source	Change made
TfL	Added to SEA objective: 8. Promote recycling by encouraging responsible sourcing of materials as well as BES 6001 accreditation for appropriate suppliers
Internal Harrow consultation	M ² of increased grass verge baseline measure now changed to Square meterage of removed hard paving to introduce soft landscaping such as grass verges

Source	Change made
Harrow Nature Conservation Forum	<p>Added the following from Harrow’s core strategy: Protect the Green Belt, Metropolitan Open Land, and Areas of Special Character</p> <p>And also added overarching policy objectives include:</p> <ul style="list-style-type: none"> • Resist any loss of Green Belt. • Safeguard and enhance Metropolitan Open Land. • Resist any net loss of open space and where possible seek to increase provision

1.4.6 Following the SEA scoping consultation, the SEA Environmental Report was prepared including a non-technical summary of the report. This Environmental Report is available on Harrow’s website on the Harrow transport policy documents page of the Harrow website³.

1.4.7 The EQIA will be submitted to Harrow Cabinet along with the draft LIP3 document on 13th September 2018 and will also be available on the transport policy page on Harrow’s website.

1.4.8 The SEA Environmental Report, including a non-technical summary, and a draft of the EQIA were available on the borough’s website during the consultation period. Suggested changes to the Environmental Report and LIP3 will be considered and if appropriate included in the documents following consultation. The Environmental Report, Environmental Statement and the final EQIA will remain on the transport policy page of Harrow’s website.

1.5 LIP approval

1.5.1 The draft Harrow Transport Local Implementation Plan (LIP3) was submitted to the Mayor on 2nd November and approved by the Mayor on 12th April 2019.

2. Borough Transport Objectives

2.1 Introduction

2.1.1 This chapter sets out the local policy context for the third round of LIPs. It covers the borough’s detailed interpretation at a spatial level and the local policies and proposals which will help deliver the MTS. The chapter also considers the link between the LIP and other key frameworks against which the borough plans and delivers local services.

2.1.2 This LIP firmly demonstrates that it is informed by evidence and analysis of local needs and issues and that it is shaped by the wider context of the MTS vision, the MTS Healthy Streets Approach and the MTS policies, proposals and outcomes.

³ http://www.harrow.gov.uk/info/100011/transport_and_streets/951/harrow_transport_policy_documents

2.2 TfL City planner tool

2.2.1 TfL has developed a city planner tool that has been used as a source of information throughout this plan. The tool includes 200 datasets of information that have been aggregated to form the basis of the TfL city planner tool. The tool uses 6 million different pieces of data and is based on a hex-based analytical grid. Each hex, or “walkable neighbourhood” is 350 metres across and all the relevant transport planning data is aggregated onto the grid. This data has been used extensively this plan.

2.3 Local context

2.3.1 Harrow is an outer-London borough situated approximately 10 miles to the north-west of central London with a land area of some 5,047 hectares (50 sq. kilometres or 20 sq. miles). It is the 12th largest borough in London by area but 21st in terms of size of population. Neighbouring local authorities are the London boroughs of Barnet, Brent, Ealing and Hillingdon, and to the north Hertsmere Borough Council and Three Rivers District Council in Hertfordshire. Figure 3 shows the borough in the London context.

2.3.2 Harrow town centre is one of 12 Metropolitan centres in London but has not kept pace with growth experienced by neighbouring centres and is in need of some renewal. Harrow has unique strengths, in terms of its diverse, highly skilled and entrepreneurial population that provide the opportunity for the borough to carve out a clear role for itself in support of west and outer London’s wider economic offer. Figure 4 shows the metropolitan, major, district and local centres in the borough.

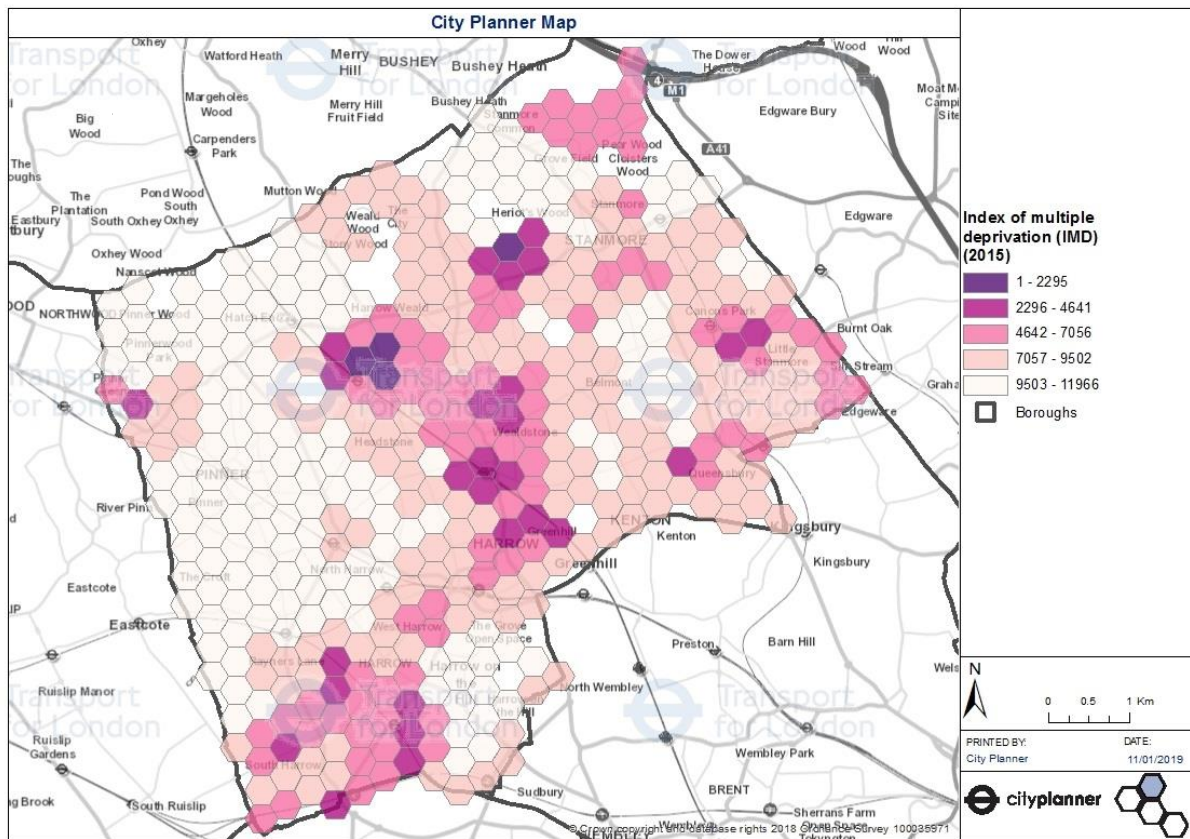
Deprivation

2.3.3 The English Indices of Deprivation 2015 is a tool for identifying the most deprived areas in England at the small area level (LSOA). The data is provided by the Department for Communities and Local Government. Figure 1 shows the City Planner index of multiple deprivation summary for the borough.

2.3.4 The Index of Multiple Deprivation (IMD) 2015 is a measure of multiple deprivation based on combining together seven distinct domains of deprivation. This data has been aggregated to hexagon cells through a dasymetric mapping approach as per the IMD guidelines. The metric is disaggregated to within each output area and weighted by population. The weighted metric is then aggregated to hex cells by summing for postcodes within each hex cell and dividing by the total weighting. This process distributes the IMD metric to areas with postcodes to approximate distribution. The resulting metric is then ranked for the GLA. The data is sorted descending with the highest rank (1) and highest percentile (1) assigned to the cell with the greatest relative deprivation. When multiple hex cells are combined the lowest value (highest rank (1)) is displayed.

2.3.5 The map shows that Harrow has some areas with the highest deprivation in the country. These areas occur in the wards of Roxbourne, Stanmore Park, Hatch End, Harrow Weald, Pinner, Edgware, Harrow on the Hill and Kenton East.

Figure 1: City Planner index of multiple deprivation summary



Population

2.3.6 London faces significant projected population growth (70,000 every year), reaching 10.5 million in 2041. This means that just to meet demand, at least 66,000 new homes need to be built in London every single year. In Harrow, the borough needs to build 13,920 new homes by 2028/29⁴ to meet the growing demand.

2.3.7 In addition to population growth, the demographic of the population is forecast to change, including an increase in ethnic minority groups, one person households, lone parents and multi occupation households.

2.3.8 Harrow residents enjoy good life expectancy (82.7 years for men and 86.1 years for women) resulting in a disproportionately high increase in the proportion of older residents and adults living alone. Forecasts show these trends are set to continue with an increasing number of people aged over 85. At the opposite end of the age spectrum, the borough will also see a growth in the under 15 age group (9.8%) reflecting Harrow's role in providing suburban family accommodation. It is expected that the number of residents aged 65 plus will increase by 42% and those aged 85 plus could increase by 62% by 2029⁵.

⁴ Draft London Plan, December 2017

⁵ 2014-2029, 2014-based Sub-National Population Projections, ONS

2.3.9 Harrow is already one of the most diverse boroughs in London and the most religiously diverse in the UK. A significant proportion of Harrow's residents are of Indian origin and overall around 53% of the population are from minority ethnic groups with this figure being higher in certain parts of the borough (e.g. Kenton East) and in the school age population.

2.3.10 There are around 84,300 households in Harrow; the average household size in the borough is estimated to be about 2.8 persons (higher than the London average) while the proportion of one-person households is estimated to be lower than the London average.

Employment

2.3.11 There are just over 10,000 businesses in Harrow; 78% of these are small businesses employing less than 4 people and 91% employ 10 people or less. However there are 38 businesses employing 200 people or more and these account for 25% of the borough's employment; Public administration, education and health is strongly represented in Harrow's economy while banking, finance and insurance is under represented.

2.3.12 In recent years there has been strong growth in new business formations in the 'legal, accountancy and other business support' and 'construction, personal, community service, retail trade and repairs' sectors.

2.3.13 Employment forecasts project a net increase of 4,000 jobs in the borough over the period 2009-2026; growth sectors include hotels and restaurants, business services and other services, however contraction is expected in the manufacturing, construction, wholesale, public administration, health and education sectors.

2.3.14 Around 31% of Harrow's residents work within the borough, 22% commute into central London, and about 25% work in the neighbouring boroughs of Brent, Hillingdon, Barnet and Ealing; there is also significant in-commuting into the borough most notably from south Hertfordshire (Watford, Hertsmere).

Health

2.3.15 One in five children in Harrow is overweight at age 5 rising to more than one in three by the time they are 11. Two thirds of Harrow adults are estimated to be overweight. Obesity increases the risk of developing heart disease, stroke, cancer and long term health conditions such as diabetes and hypertension. In 2016/17 there were 19,637 people aged 17 years or older with diabetes. The total prevalence of people in Harrow with diabetes, diagnosed and undiagnosed, is estimated to be 10.5% of the population; this is the second highest local authority prevalence in England. Wealdstone has the highest level of diabetes in the borough.

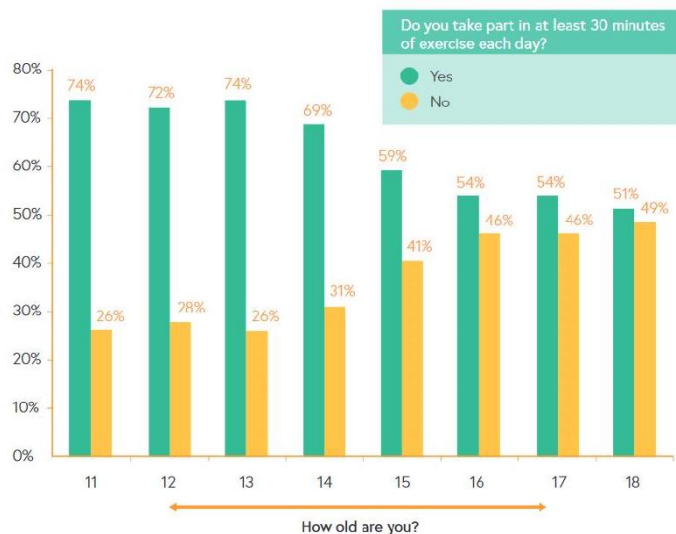
2.3.16 People with diabetes are at a higher risk of having a heart attack or stroke. In Harrow, people with diabetes were 100.5% more likely than people without diabetes to have

a heart attack compared to 86.9% nationally. Also, people with diabetes in Harrow were 44.5% more likely to have a stroke, compared to 58.5% nationally. For people with type 2 diabetes, 23.3% are of white ethnicity and 72.0% from a minority ethnic group⁶. Encouraging active travel is one of the key ways of improving the health of those with diabetes and also a way to support effective and sustained weight loss.

2.3.17 Harrow is less active and more inactive than London and the nation as a whole: Nearly one in three (31%) of the adult population in Harrow is classed as physically inactive falling into the Chief Medical Officer’s “high risk” health category. This means that 31% of the adult population in Harrow do less than 30 minutes of moderate intensity physical activity per week. This is higher than for London (27%) and the national (27.7%) level of inactivity.

2.3.18 In 2016, a joint approach between Harrow Council and the voluntary sector undertook a large scale project to develop a picture of what local young people in the borough are going through. The project is known as *This is Harrow*. This work included 51 charities directly involved, heard from 4,358, young people, partnered with 8 schools and directly worked with Harrow Council departments including, Health, Harrow Clinical Commissioning Group (CCG), Harrow Local Safeguarding Children Board (LSCB), and also London Metropolitan Police. Participants represented 15% of the Harrow 10 – 19 year old population. The results of the study were published in 2018. The study showed that only 51% of 18 year olds take 30 minutes of exercise each day compared with 74% of 11 year olds. Figure 2 shows the amount of exercise children of different ages do each day.

Figure 2: Children exercise level in Harrow⁷



⁶ [https://fingertips.phe.org.uk/profile/diabetes-ft/data#page/13/gid/1938133138/pat/46/par/E39000018/ati/153/are/E38000074%20\(PHE%20Fingertips%20online%20accessed%2027/6/18\)](https://fingertips.phe.org.uk/profile/diabetes-ft/data#page/13/gid/1938133138/pat/46/par/E39000018/ati/153/are/E38000074%20(PHE%20Fingertips%20online%20accessed%2027/6/18)).

⁷ This is Harrow survey, 2018

2.3.19 Only 76.9% of people in Harrow do any walking at least once a week which is below the England average of 80.6%. Harrow has the 2nd lowest levels of walking in London. Premature mortality can be significantly reduced through doing more physical activity. It is estimated that around 14.2% of the new Type 2 diabetes cases in Harrow could be prevented if adults were 100% more active, and 5.6% prevented if adults were 50% more active.⁸

The Environment

2.3.20 Over a quarter of the borough consists of designated open space; residential gardens provide private or communally accessible spaces. Harrow's land area includes 1,088 hectares Green Belt and a further 313 hectares Metropolitan Open Land. Statutorily protected assets include 2 Sites of Special Scientific Interest, 28 Conservation Areas, over 300 listed buildings, four historic parks and gardens, and 9 scheduled ancient monuments. Figure 5 shows the key environmental features in the borough.

2.3.21 In 2002, Harrow designated the whole borough an Air Quality Management Area and therefore has an action plan to improve air quality to within National Objective levels. Across London, there has been a gradual reduction in NO₂, PM₁₀ and PM_{2.5} concentrations at background sites in both inner and outer London and at outer London roadside sites. It is estimated that around half of nitrogen oxides (NO_x) emissions come from road transport sources. Air quality is expected to improve across Harrow as motor engines become more efficient.

2.3.22 Harrow's carbon footprint is calculated at 11.41 tonnes of Carbon Dioxide (CO₂) per capita, which is higher than the London average but lower than the national average at 11.28 and 12.10 tonnes of CO₂ per capita respectively. The domestic sector (i.e. Housing, and more specifically the electricity, gas and other fuels used in the home) is responsible for the highest portion of emissions, accounting for 53% of the CO₂. In total, Harrow contributes 2.1% of all the CO₂ emitted across London. This puts the borough in 28th position out of the 33 London boroughs.

2.3.23 The Green Flag Award scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world. Harrow had achieved the 'Green Flag' quality status for five of its public parks: Canons Park, Harrow, Recreation Ground, Pinner Memorial Park, Roxeth Recreation Ground and Kenton Recreation Ground.

2.3.24 Rights of way in Harrow including footpaths, bridleways and byways mainly run through the borough's countryside, which comprises greenbelt, open spaces and parks. In the entire borough there are just over 28km of rights of way. The existing rights of way are grouped around Harrow on the Hill and Greenhill wards in the south

⁸ Healthwatch Harrow 2018, Diabetes care report

of the borough, throughout the greenbelt in the north of the borough and also through Pinner Park Farm, Stanmore Golf course and Canons Park open space.

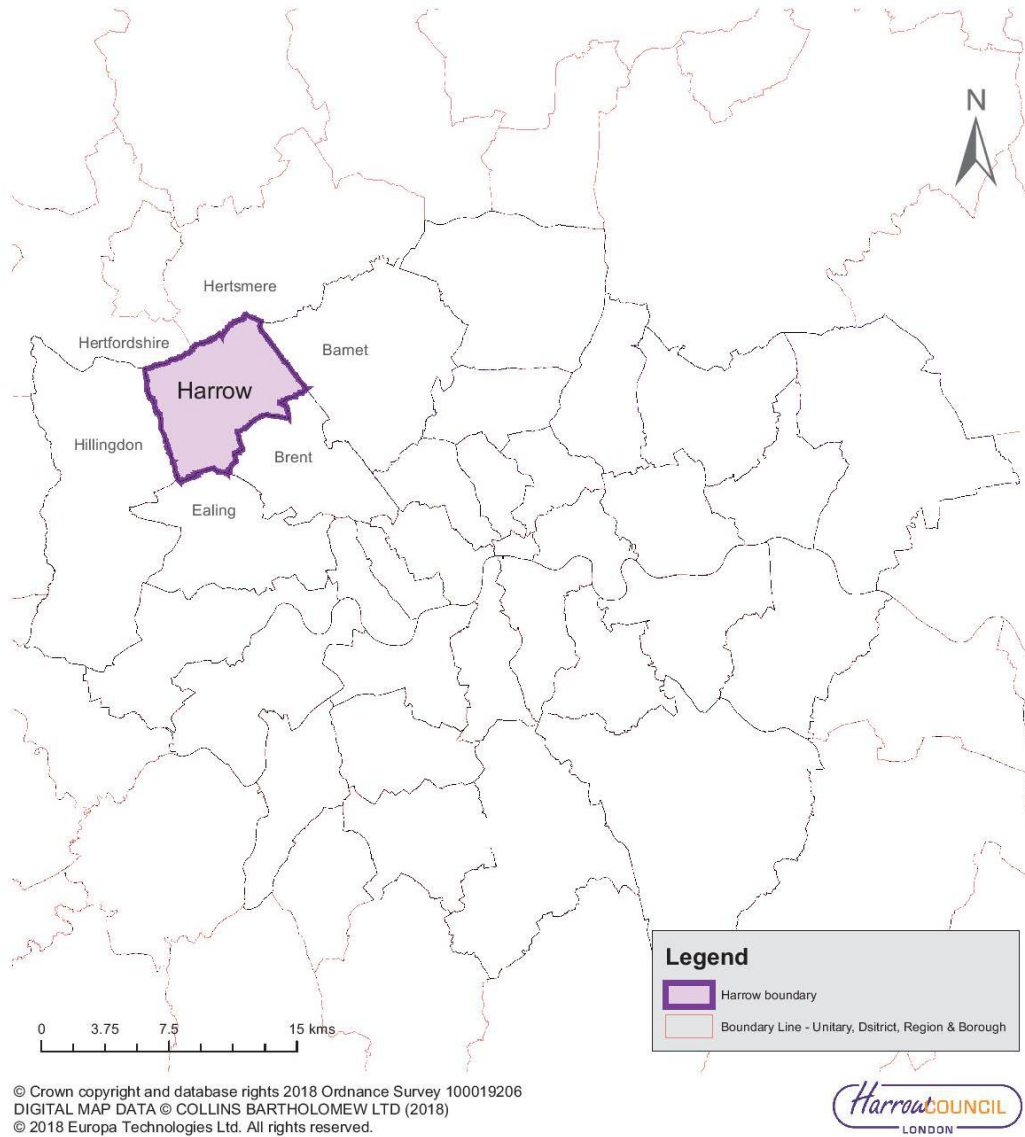
- 2.3.25 Harrow has a composting and recycling rate of 46%, one of the highest in London, and has signed up to the Nottingham Declaration (2007) to reduce carbon dioxide emissions.
- 2.3.26 In 2018, Harrow's Headstone Manor was one of six projects in London to be awarded funding for green space improvements – as part of the Mayor of London's push to make London the world's first National Park City. The additional funding will introduce new and attractive wetlands at the historic grounds, which will also help preserve a 14th century moat. As a result there will be new ponds, improved water quality, better and protected river networks and increased biodiversity.
- 2.3.27 Daily water consumption in Harrow is 170 litres per person per day (higher than the national average of 150 litres).
- 2.3.28 Much of the lighting in Harrow is near its end of life and therefore needs replacing. Replacing existing lighting will ensure structural integrity and provides an opportunity for lighting to be upgraded. Lighting is being improved by a change to LED, to ensure that the levels of lighting wherever needed across the borough are brought up to the necessary standards. This will also drive a reduction in the volume of energy consumed and ensure that the borough can meet the Government's and the Mayor of London's green agenda.
- 2.3.29 The borough is located at the upper reaches of the Thames basin, tributaries of the Crane, Colne and Brent Rivers rise in Harrow. Consequently, some parts of the borough are susceptible to fluvial and surface water flooding.
- 2.3.30 The borough is one of the safest in London, consistently in the top five lowest crime rates across the capital. Despite this, fear of crime remains high, and is one of the main concerns for residents.

Existing borough transport

- 2.3.31 Four London Underground lines serve Harrow: the Metropolitan, Bakerloo, Jubilee and Piccadilly lines; in addition the Edgware branch of the Northern line runs close to the eastern borough boundary and the London Overground network provides services in the borough which supplement the Bakerloo line. Mainline rail services connect the borough to London termini at Marylebone and Euston, and to Clapham Junction, Watford Junction, Aylesbury and Birmingham. Figure 6 shows the rail and road transport surrounding the borough.
- 2.3.32 Evidence shows that there is currently adequate carrying capacity on Underground services in the borough; however the provision of step-free access remains an issue at many of the borough's stations including the busiest, Harrow-on-the-Hill Station.

- 2.3.33 The A40, M40 and M4 motorways are close to the southern boundary while the M1, A1 and A41 are close to the north; the M25 provides the major orbital route to the north and west while the A406 North Circular Road is to the south east.
- 2.3.34 Harrow is unique in London having no roads that are part of the Transport for London Road Network. This means that Harrow is responsible for the maintenance, management and operation of all non-motorway roads in the borough.
- 2.3.35 TfL is responsible for most of London's public transport services, including the London Underground, London Buses, London Overground, TfL Rail, and also for all traffic lights across London. TfL is also responsible for the TfL road network and has a regulatory responsibility for the strategic road network (SRN). Changes needed to TfL public transport services, traffic lights and the TfL / SRN road networks are discussed with TfL as and when required.
- 2.3.36 The condition of the road network is an issue of high concern for Harrow residents. It is also a high political concern for Councillors. This is a National issue and not more relevant to Harrow than other areas.
- 2.3.37 There are 37 bus routes, including 5 night bus services, serving areas within the borough and links to neighbouring boroughs; however Harrow bus station is operating over capacity.
- 2.3.38 A network of cycle routes provides a total of 41km cycle lanes in the borough. This is around 10% of the Harrow road network. Figure 7 shows the existing cycle routes through the borough.
- 2.3.39 According to the 2011 census, around 76% of households in Harrow owned a car and nearly a third of households recorded that they had access to two or more cars at home. This is higher than car ownership nationally which is around 74%.
- 2.3.40 Public Transport Accessibility Level (PTAL) is a way of measuring connectivity to public transport. The PTAL value combines information about how close public transport services are to a site and how frequent these services are. The highest level of connectivity has a PTAL of 6b and the lowest has a PTAL of 0. Figure 8 shows PTAL levels across the borough.

Figure 3: Harrow in London



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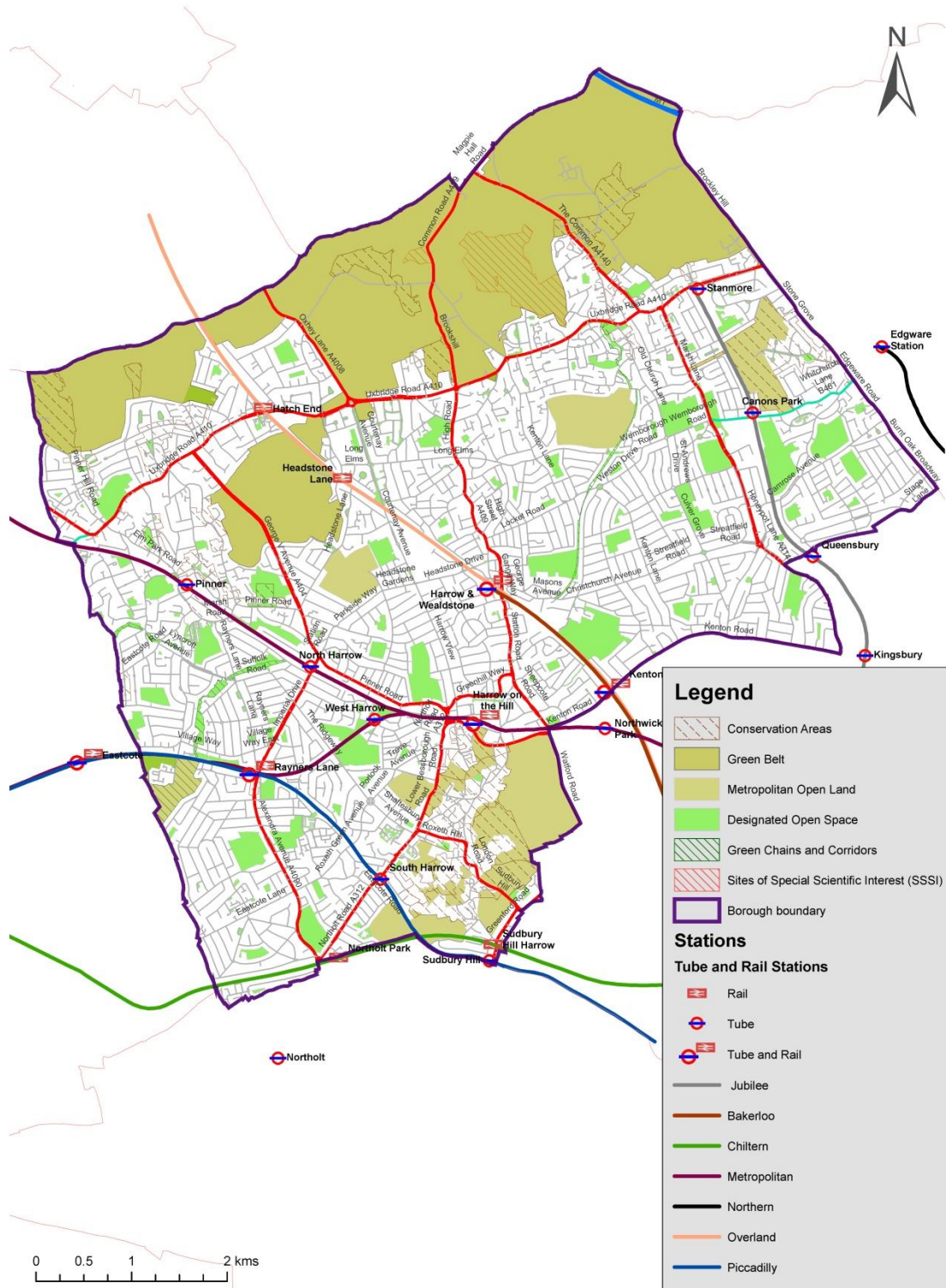


Figure 4: Borough metropolitan, major, district and local centres



- Key**
- Metropolitan Centre
 - Major Centre
 - District Centre
 - Local Centre
 - Area of Special Character
 - Opportunity Area
 - Strategic Industrial Locations (SIL)
 - Intensification Area
 - H Northwick Park Hospital
 - Neighbouring Growth Area
 - ▨ Green Belt
 - Metropolitan Open Land
 - Open Space
 - ↔ Motorway
 - Rail
 - - - Borough Boundary

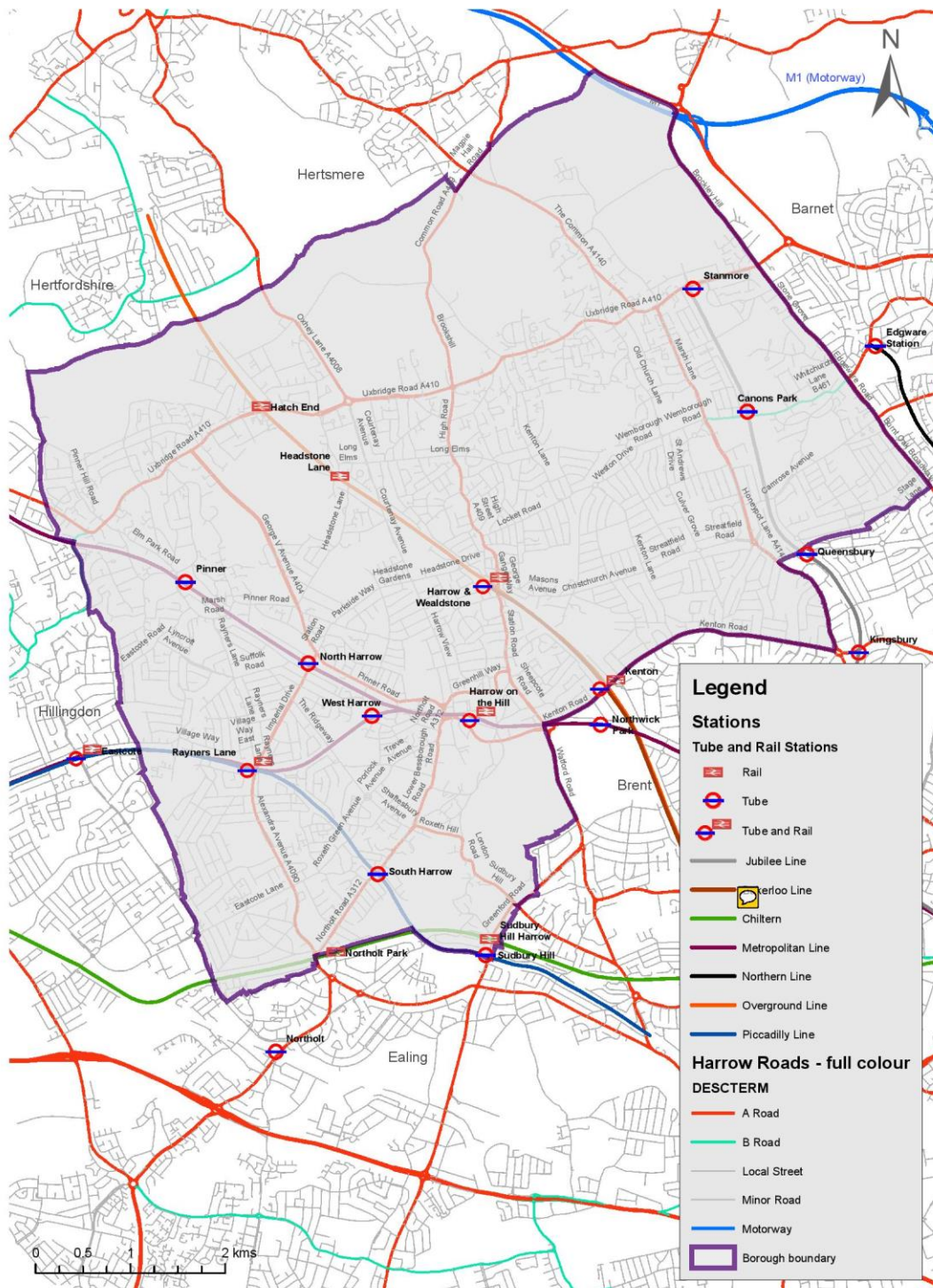
Figure 5: Harrow key environmental features



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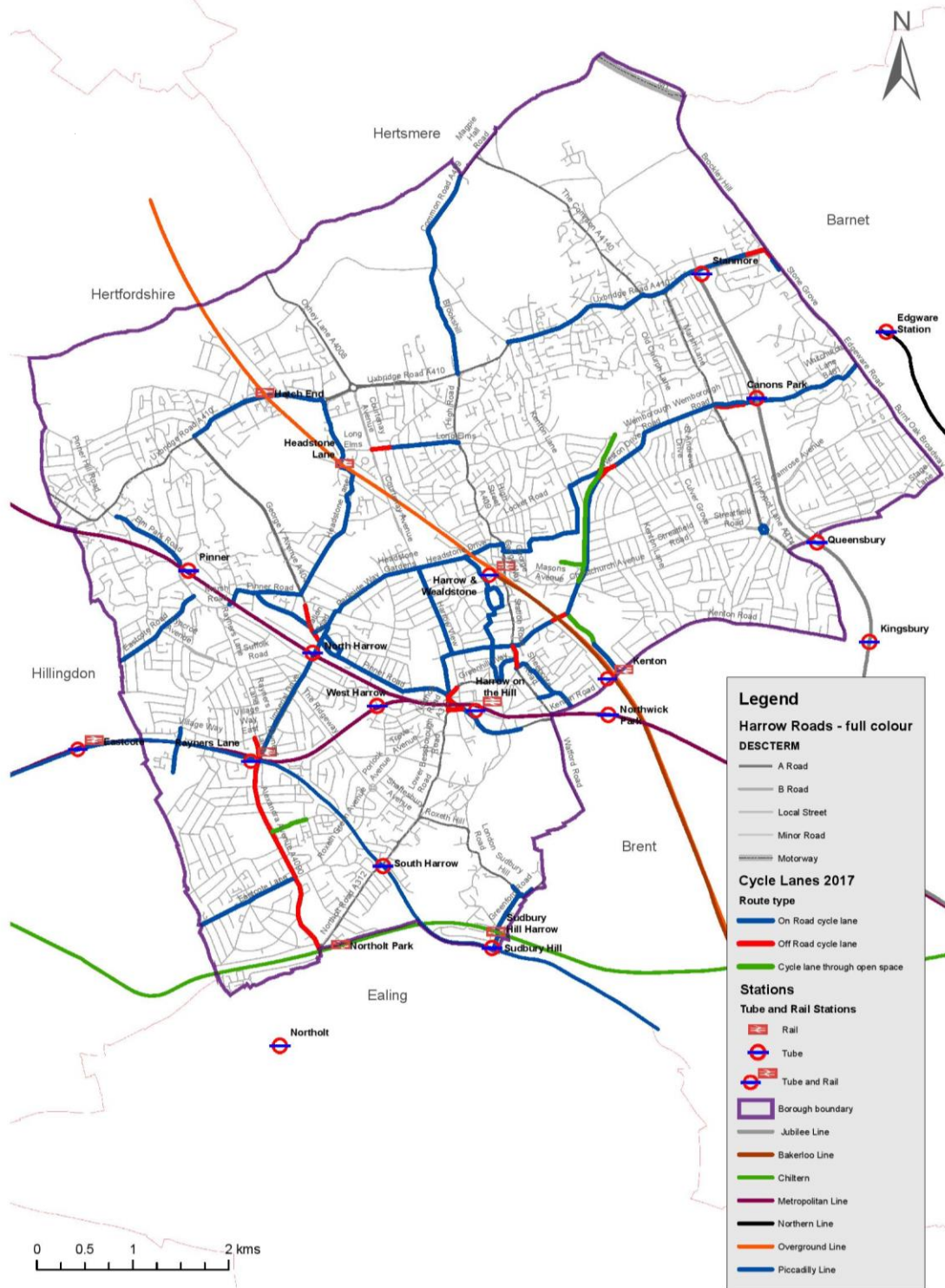
Figure 6: Road and rail lines surrounding the borough



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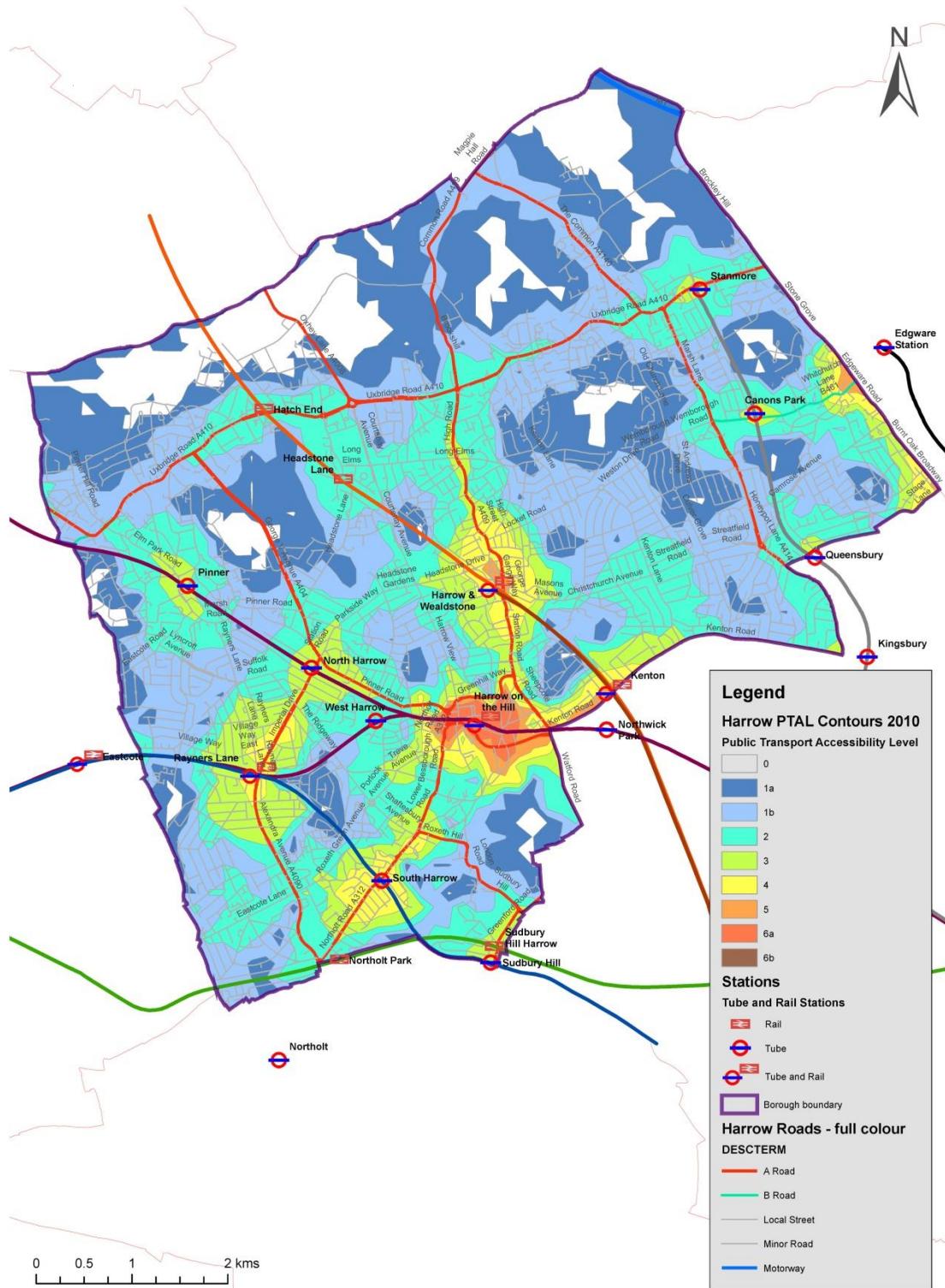
Figure 7: Cycle routes in Harrow



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Figure 8: PTAL across Harrow



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2.4 Changing the transport mix

Challenges and opportunities

- 2.4.1 Harrow is committed to changing the transport mix in the borough and increasing the amount of active travel. The current level of cycling in the borough is disappointingly low despite ongoing efforts to increase cycling opportunities. Harrow was ranked the lowest of the 33 London boroughs for residents who cycle to work in the 2011 census.
- 2.4.2 Changing the transport mix in the borough is being addressed through a combination of tools. These include the borough's development and planning processes, ensuring appropriate parking restrictions are used where needed, effective travel planning, public realm improvements, active travel promoted through Harrow's health agenda and by working with schools to increase cycle training and through improved engineering designs.
- 2.4.3 Improved engineering designs will deliver liveable neighbourhoods, increased neighbourhoods of the future, provide better infrastructure support for electric vehicles, more facilities for cycling (including e bikes) and an improved walking environment. To improve the environment for walking and cycling, the overall perceptions of safety in the borough also need to be considered. This will be addressed by extending 20mph zones, delivering healthy streets and delivering appropriate road safety engineering measures at specific locations. None of these measures alone will make a sufficient impact. All of these changes together can do so.
- 2.4.4 Active travel is also an important way that Harrow encourages more walking and cycling. Harrow is committed to increasing physical activity among residents particularly for those people who are inactive as shown in the Active Harrow Physical Activity and Sports Strategy 2016-20⁹. Harrow takes a life-course approach and advocates taking actions which will benefit everyone but with a greater emphasis and intensity on those who are more disadvantaged. The guiding principles for the Harrow Health and Wellbeing Strategy 2016-20 are: Start well, Develop well, Live well, Work well, Age well and work on social determinants to address the health divide between the rich and the poor. It is recognised that without a focus on being more active, obesity and diabetes rates may continue to rise.
- 2.4.5 In recent years, growth and development in Harrow took place on a largely ad hoc basis. However the Harrow Core Strategy (2012) and Regeneration Strategy (2015) have moved the Council from being one that is reactive to one that promotes, manages and co-ordinates development. This approach will ensure the social, economic and place-making benefits of new development and growth can be realised. Better planning can reduce the need to travel by car.

⁹ Active Harrow: Physical Activity and Sports Strategy 2016-2020

- 2.4.6 The Harrow Opportunity Area is the focus for growth in the borough. The designation is recognised in the London Plan as being a location that can accommodate change and has capacity to do so. In district and local centres, positive policy interventions will be used to reduce vacancy rates, deliver improvements to the public realm and, where appropriate, reinforce and enhance the historic and distinctive features that contribute to a centre's character and appeal. The focus on the Opportunity Area and the forecast growth provides an opportunity to deliver an area where the change in the transport mix will be both significant and visible.
- 2.4.7 Wealdstone and Station Road which are in the Opportunity Area is the focus of the borough regeneration efforts, providing for a substantial proportion of the borough's future housing growth. Urban realm enhancements and the provision of mixed use development will drive a new urban form and the intensification of employment generating uses of industrial sites.
- 2.4.8 It will not be enough simply to deliver engineering solutions to the borough and hope that they have the desired behavioural effect. Changing behaviour will also require the new infrastructure to be joined up in a way that the borough effectively works. The importance of changes being made needs to be promoted. Streets need to be inviting places for all, so that residents, visitors, employers and employees can better appreciate them.
- 2.4.9 The Community Infrastructure Levy (CIL) and Section 106 funding are particularly difficult to realise in Outer London. The removal of TfL funding to support Harrow's principal road maintenance has also added to the challenge of delivering some of the necessary improvements.
- 2.4.10 Delivering the changes in a time of austerity will be a significant challenge. However delivering the change is also an important part of the borough's commitment to tackling the urgent environmental issues the borough faces as well as addressing the significant risks of longer term climate change.
- 2.4.11 Harrow's Local Development Framework, the borough's Core Strategy, Regeneration Strategy and the policies outlined in this Transport Local Implementation Plan will together enable the borough to deliver the necessary changes and to deliver a significant change in the borough's transport mix.

Borough objectives

- 2.4.12 Harrow has developed LIP3 objectives which cover the period 2019/20 to 2021/22 and also reflect the timeframe of the mayor's Transport Strategy up to 2041. The objectives have been developed in order to do the following:
1. Assist in delivering the borough corporate priorities
 2. Address Harrow's key transport concerns
 3. Help to address local environmental issues relevant to LIP3

4. Assist in delivering the Mayor of London's nine strategic outcomes identified in the MTS
5. Assist in delivering the Mayoral aim for 80% of all trips in London to be made on foot, by cycle or using public transport by 2041

2.4.13 Harrow's corporate priorities are:

- Build a Better Harrow
- Be more business-like and business friendly
- Protect the most vulnerable and support families

2.4.14 Harrow's key transport concerns are:

1. Reduce motorcycle casualties across the borough
2. Increase cycling
3. Prioritise the transport needs of the Harrow and Wealdstone Opportunity Area
4. The condition of the principal road network which continues to be a very high issue for Harrow residents

2.4.15 Harrow's local environmental issues of particular relevance to LIP3 include the necessity to do the following:

1. Reduce traffic as it is the main source of air pollution
2. Encourage sustainable travel
3. Reduce reliance on the car
4. Reduce the volume of car travel
5. Reduce river flooding following high rainfalls
6. Reduce carbon dioxide emissions to mitigate climate change
7. Increase flood resilience
8. Enhance biodiversity, fauna and flora
9. Deliver health improvements including reducing high levels of obesity and diabetes through active travel

2.4.16 Harrow's transport objectives are as follows:

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality
2. Adopt a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041 and focus on reducing the number of motorcycle casualties across the borough
3. Increase the number of people cycling in the borough in order to improve public health, improve air quality, reduce congestion and to reduce the impact of climate change

4. Improve freight servicing and delivery arrangements to reduce congestion and delays on the network and consider other types of freight delivery options that could reduce traffic congestion
5. Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.
6. Encourage the uptake of ultra-low emission vehicles instead of fossil fuel powered vehicles through the use of promotional activities, increased Ultra Low emission zones, neighbourhoods of the future, and greater availability of electric charging facilities, thereby improving air quality, reducing traffic noise and reducing CO₂ emissions throughout the borough
7. Support improved orbital transport links across the borough and between outer London centres to provide wider access to employment opportunities and to enable journeys currently made by car to be made by sustainable forms of transport and thereby improve the environment
8. Improve transport connectivity throughout the Harrow and Wealdstone Opportunity Area and particularly between Harrow-on-the-Hill station/ Harrow bus station and Harrow & Wealdstone station
9. Ensure that the vitality of all town centres are supported through good transport links prioritising sustainable modes of transport
10. Improve public transport accessibility, support the expansion of bus and rail services throughout Harrow and in particular, support increased bus priority to deliver a more reliable, faster and more accessible public transport experience
11. Prioritise sustainable travel improvements for all new developments to support population growth and housing needs identified in the London Plan and local development framework
12. Prioritise the transport needs of the Harrow and Wealdstone Opportunity Area
13. Keep the transport network in good condition and serviceable to encourage the use of sustainable transport modes

2.4.17 The borough intends to deliver significant progress in the delivery of the following objectives over the shorter term.

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality
3. Increase the number of people cycling in the borough in order to improve public health, improve air quality, reduce congestion and to reduce the impact of climate change
5. Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire

schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.

10. Improve public transport accessibility, support the expansion of bus and rail services throughout Harrow and in particular, support increased bus priority to deliver a more reliable, faster and more accessible public transport experience

2.4.18 The link between Harrow's objectives and the Mayor's desired outcomes are shown in Table 2.

Table 2: Link between Harrow objectives and Mayoral outcomes

	1. London's streets will be healthy and more Londoners will travel actively	2. London's streets will be safe and secure	3. London's streets will be used more efficiently and have less traffic on them	4. London's streets will be clean and green	5. The public transport network will meet the needs of a growing London	6. Public transport will be safe, affordable and accessible to all	7. Journeys by public transport will be pleasant, fast and reliable	8. Active, efficient and sustainable travel will be the best option in new	9. Transport investment will unlock the delivery of new homes and jobs'
1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality	✓	✓	✓	✓				✓	
2. Adopt a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041 and focus on reducing the number of motorcycle casualties across the borough		✓				✓			
3. Increase the number of people cycling in the borough in order to improve public health, improve air quality, reduce congestion and to reduce the impact of climate change	✓		✓	✓				✓	

	1. London's streets will be healthy and more Londoners will travel actively	2. London's streets will be safe and secure	3. London's streets will be used more efficiently and have less traffic on them	4. London's streets will be clean and green	5. The public transport network will meet the needs of a growing London	6. Public transport will be safe, affordable and accessible to all	7. Journeys by public transport will be pleasant, fast and reliable	8. Active, efficient and sustainable travel will be the best option in new	9. Transport investment will unlock the delivery of new homes and jobs'
4. Improve freight servicing and delivery arrangements to reduce congestion and delays on the network and consider other types of freight delivery options that could reduce traffic congestion			✓						
5. Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.	✓		✓	✓	✓		✓		

	1. London's streets will be healthy and more Londoners will travel actively	2. London's streets will be safe and secure	3. London's streets will be used more efficiently and have less traffic on them	4. London's streets will be clean and green	5. The public transport network will meet the needs of a growing London	6. Public transport will be safe, affordable and accessible to all	7. Journeys by public transport will be pleasant, fast and reliable	8. Active, efficient and sustainable travel will be the best option in new	9. Transport investment will unlock the delivery of new homes and jobs'
6. Encourage the uptake of ultra-low emission vehicles instead of fossil fuel powered vehicles through the use of promotional activities, increased Ultra Low emission zones, neighbourhoods of the future, and greater availability of electric charging facilities, thereby improving air quality, reducing traffic noise and reducing CO ₂ emissions throughout the borough				✓					
7. Support improved orbital transport links across the borough and between outer London centres to provide wider access to employment opportunities and to enable journeys currently made by car to be made by sustainable forms of transport and thereby improve the environment			✓		✓			✓	
8. Improve transport connectivity throughout the Harrow and Wealdstone Opportunity Area and particularly between Harrow-on-the-Hill station/ Harrow bus station and Harrow & Wealdstone station			✓		✓				

	1. London's streets will be healthy and more Londoners will travel actively	2. London's streets will be safe and secure	3. London's streets will be used more efficiently and have less traffic on them	4. London's streets will be clean and green	5. The public transport network will meet the needs of a growing London	6. Public transport will be safe, affordable and accessible to all	7. Journeys by public transport will be pleasant, fast and reliable	8. Active, efficient and sustainable travel will be the best option in new	9. Transport investment will unlock the delivery of new homes and jobs'
9. Ensure that the vitality of all town centres are supported through good transport links prioritising sustainable modes of transport			✓	✓	✓				
10. Improve public transport accessibility, support the expansion of bus and rail services throughout Harrow and in particular, support increased bus priority to deliver a more reliable, faster and more accessible public transport experience			✓			✓	✓		
11. Prioritise sustainable travel improvements for all new developments to support population growth and housing needs identified in the London Plan and local development framework				✓	✓		✓	✓	
12. Prioritise the transport needs of the Harrow and Wealdstone Opportunity Area			✓		✓			✓	
13. Keep the transport network in good condition and serviceable to encourage the use of sustainable transport modes			✓				✓	✓	

2.5 Mayor's Transport Strategy outcomes

2.5.1 This chapter shows how Harrow will work to deliver each of the Mayoral outcomes. A full summary of all of the Harrow policies provided in this chapter is provided in Appendix A.

Outcome 1: London's streets will be healthy and more Londoners will travel actively

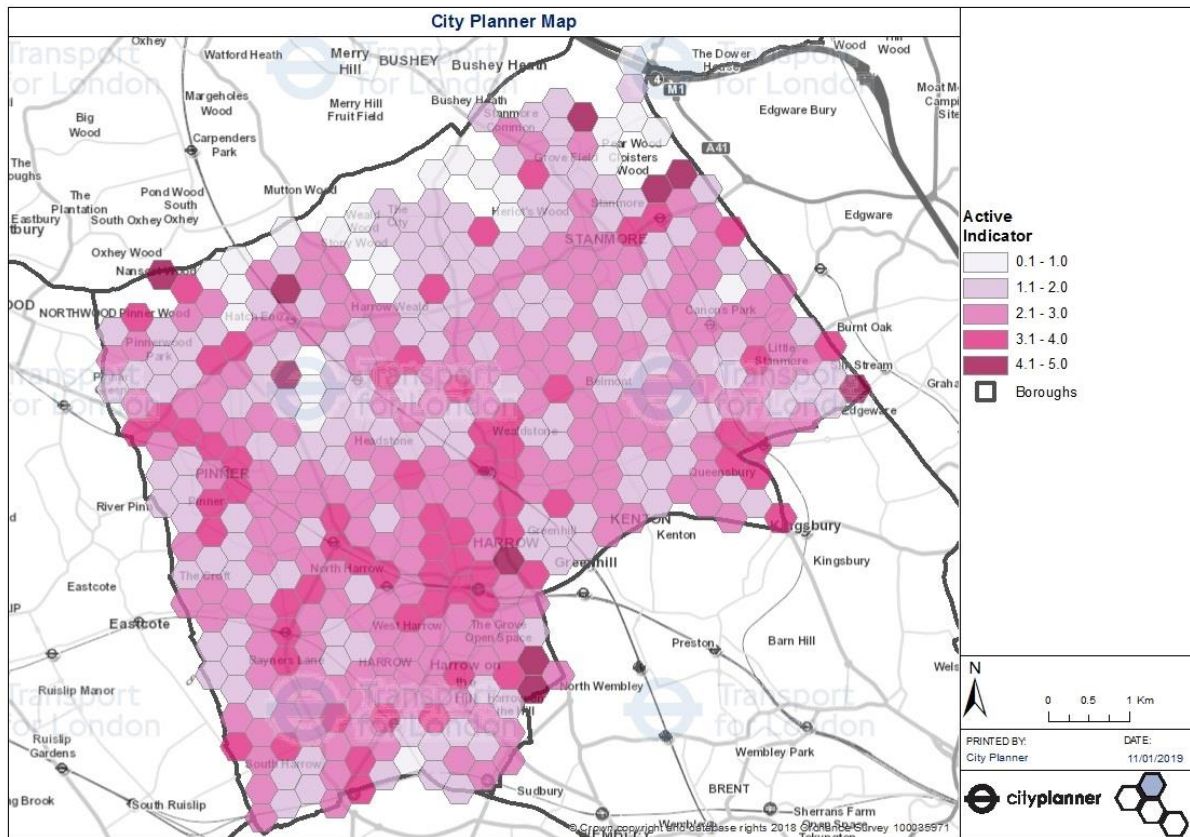
Challenges and opportunities

- 2.5.2 The borough has very high car ownership compared with much of London, with nearly a third of Harrow's households having access to two or more cars. However there remain around 25% of households with no car access at all. These households are mainly in the central part of Harrow, Greenhill, Marlborough and Wealdstone areas. These are the areas with highest PTAL and connectivity to central London which reduces the need for a car and demonstrates the benefits of improving PTAL elsewhere across the borough.
- 2.5.3 For many of those living in the borough, the ease of taking the car is simply too appealing. To encourage those with access to a car to walk, cycle or use public transport, the alternatives need to compete favourably against the car in terms of journey times and reliability, comfort and personal independence. Active travel is far cheaper and in many cases quicker than other transport modes, but people are not always aware of this.
- 2.5.4 The borough supports the Mayoral aim that, by 2041, all Londoners do at least the 20 minutes of active travel that they need to stay healthy each day. Traffic and Highways are part of the Active Harrow Strategic Group. Active travel initiatives are promoted with this group and with the other council and community and voluntary sector partners. The strategic group is also developing a multi-agency focus on two geographical areas of higher obesity and physical inactivity in the borough; an action plan will be developed to promote community led opportunities to be more active in South Harrow and a Superzone pilot based in Wealdstone which will look at a whole system approach to improving the health of the urban environment.
- 2.5.5 Figure 9 provides the TfL City Planner summary of active travel in the borough. A higher score represents a higher relative priority location to be addressed. Indicators are calculated by averaging the scores of the contributing datasets for each hex cell. Scores are assigned (from 0 to 5) from GLA wide percentile ranks. When multiple hex cells are combined the scores of the contributing datasets are averaged for the selection.
- 2.5.6 The Active outcome indicator is the combination of scored modelled cycle flow (AM 2014), cycling potential (LTDS switchable trips 2010-15), pedestrian density (2005-16), walking potential (LTDS switchable trips 2010-15), residents completing 2 x 10

min active travel trips (average day 2005/06 to 2015/16). The potentially active travel locations in the borough are heavily influenced by the cycling and walking potentially switchable trips.

- 2.5.7 The information provided in the City Planner map will be used to focus appropriate measures to encourage increased active travel.

Figure 9: City Planner active travel summary



- 2.5.8 To encourage active travel and deliver a modal shift towards more sustainable forms of transport, the borough needs to improve the environment for pedestrians and cyclists in the whole borough and particularly within new growth areas such as the Harrow Intensification Area. To do this across the borough, Harrow will deliver more healthy streets and ‘Liveable Neighbourhoods’ to improve people’s experience of walking, cycling and using public transport and to encourage fewer trips by car. As ‘Liveable Neighbourhoods’ and healthy streets are introduced, increased planting and street greening will be introduced, issues of severance caused by high traffic flow will be addressed, potential reallocation of road space to benefit sustainable transport, as well as road traffic restrictions and the possible introduction of play streets.

- 2.5.9 The Healthy Streets approach is the underlying framework for the Mayor’s Transport Strategy. Figure 10 shows the ten indicators that are used to measure Healthy

Streets. Using these evidence based indicators will help to ensure that streets are made to be more attractive places. This will enable Harrow to work towards creating a healthier street environment increasing the number of people walking, cycling and using public transport and improve streets so that all people are included and can live well, and where inequalities are reduced.

Figure 10: Healthy Streets indicators



2.5.10 Harrow Council offices are moving. The new site is likely to be ready by 2023 and a new travel plan for the site has been agreed. There will be a significant reduction in parking spaces on the new site and significant modal shift will be required and delivered to adjust to the new premises.

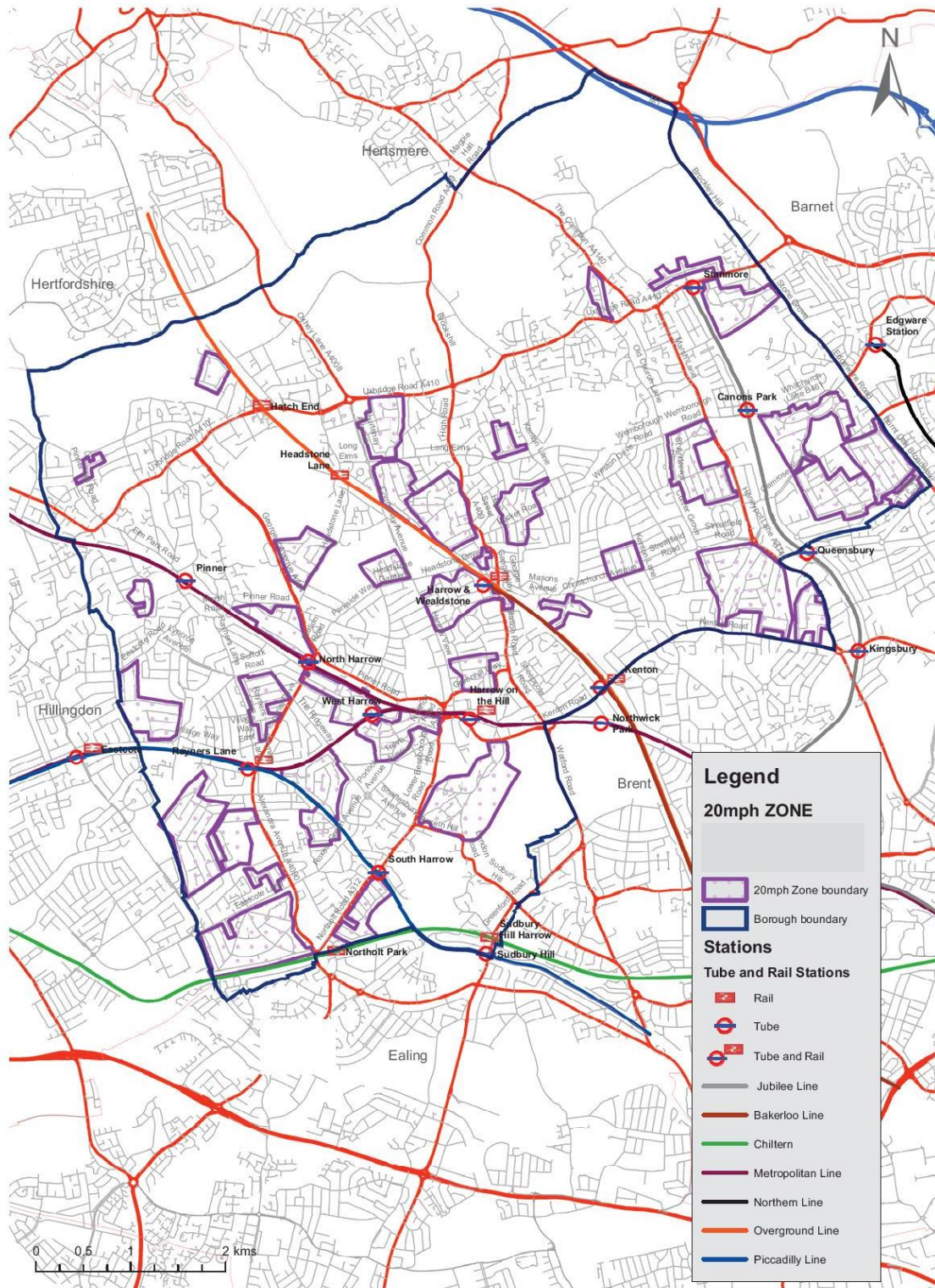
2.5.11 Encouraging active travel for children and those without access to a car is far easier. Awareness of both the physical and psychological health benefits of cycling and walking and the importance of protecting the environment are all issues that encourage increased use of sustainable modes. The borough has high levels of diabetes and health improvements are being addressed through encouraging increased walking and cycling and promoting the enjoyment of Harrow’s greener spaces.

2.5.12 Fast traffic is a deterrent to walking and cycling particularly for children and vulnerable road users. The majority of pedestrian casualties occur in built up areas. The main aims of the introduction of a 20mph speed limit in an area are to:

1. improve road safety
2. discourage passing through traffic
3. encourage walking and cycling
4. improve the local environment

2.5.13 Figure 11 shows all the 20mph zones in the borough. Zones are designed to be "self-enforcing" due to traffic calming measures which are introduced along with the change in the speed limit. Speed humps, chicanes, road narrowing, and other measures are typically used to both physically and visually reinforce the slower speed limits.

Figure 11: 20mph zones within Harrow



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2.5.14 Harrow has been identified as one where there is scope to increase cycling and it has been estimated that there are a potential of 228,100 cyclable trips in the borough. This is being actively pursued through more travel planning, increased cycle training and better facilities for cyclists. TfL's Analysis of Cycling Potential published in March 2017 identified a potential to increase cycling throughout London. Harrow has also considered the Strategic Cycling Analysis (SCA) identifying future cycling demand in London published by TfL in June 2017. This shows that much of the top potential cycle demand is on London's strategic road network. The SCA also shows that Pinner, Rayners Lane, Harrow Town Centre and Edgware carry the highest number of potentially cyclable trips in the borough, and that there is a greater propensity to cycle from these locations. Cycling Transport Accessibility Levels (CTALs) calculated in the SCA show the current potential for cycling accessibility.

2.5.15 Figure 12 shows the roads and paths in Harrow with the highest current cycle flow. Figure 13 shows roads and paths in Harrow with the highest potential cycling demand. Similarly, Figure 14 shows potential switchable trips to cycling based on 2010-15 data. Cycling potential is derived from the London Travel Demand Survey (LTDS) and stages are assigned to the network using the Cynemon model. The data represents trips made by London residents which could reasonably be cycled all the way but are not cycled at present.

Figure 12: Roads and paths in Harrow with the highest current cycle flow

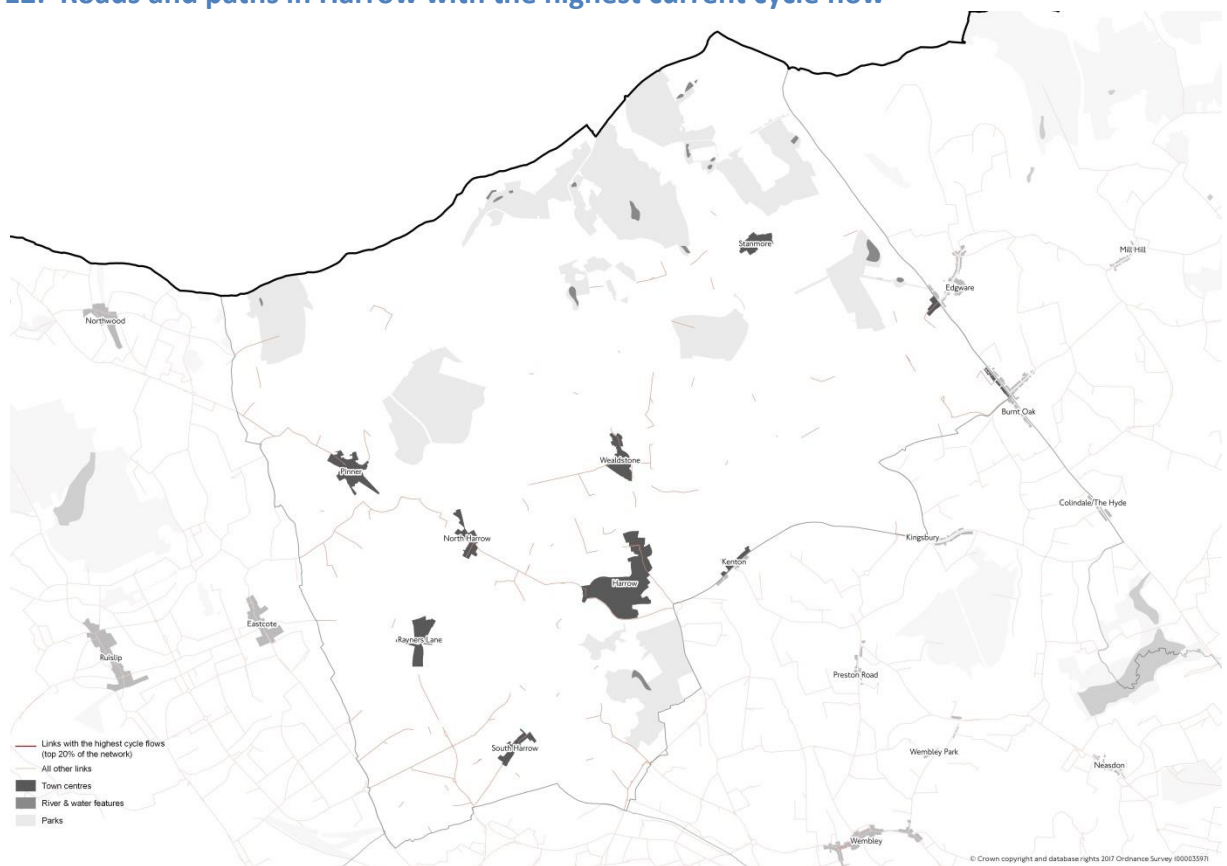
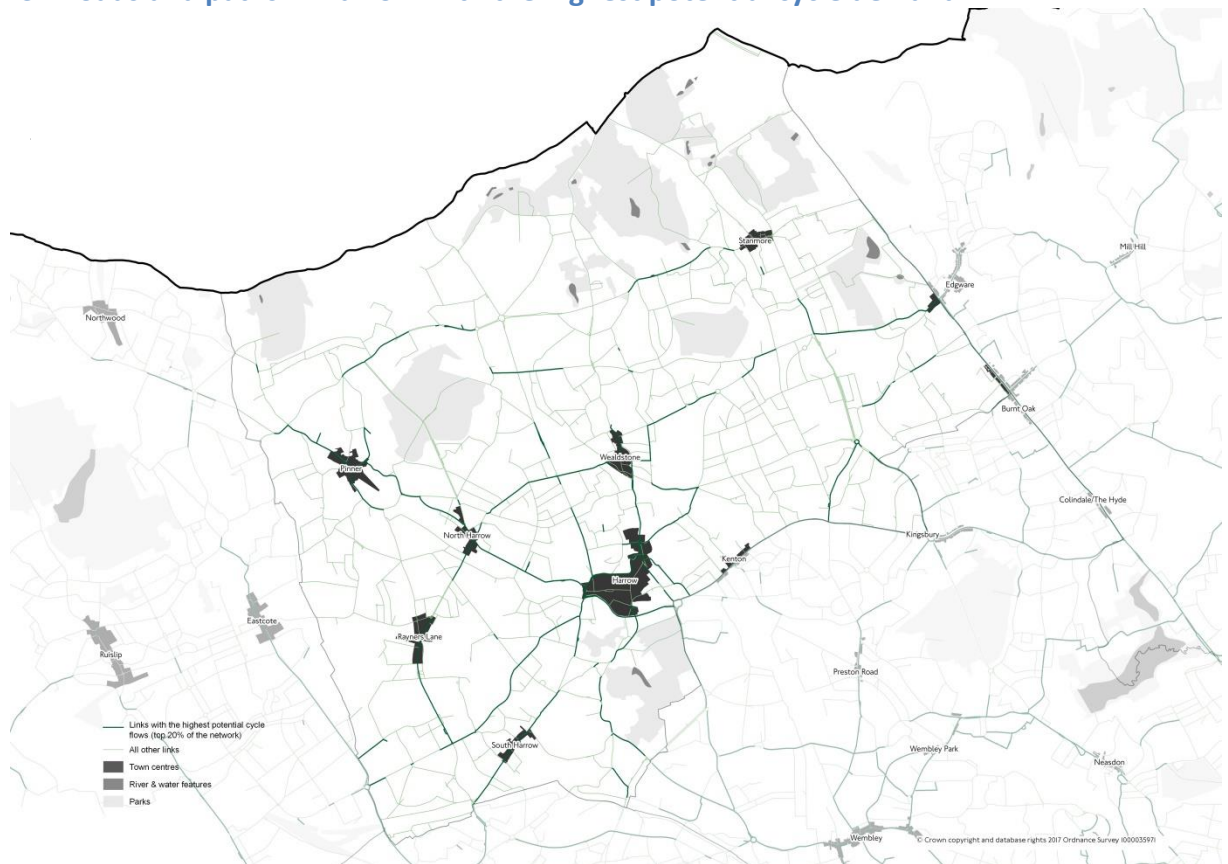


Figure 13: Roads and paths in Harrow with the highest potential cycle demand



2.5.16 The LTDS collects travel pattern data from ~17,000 persons a year including details of all trips undertaken the day before the interview. Cycle stages from survey years 2010 to 2015 have been included in this dataset. The trips have been weighted to represent all of London.

2.5.17 Harrow will consider the local CTAL scores and the areas for potential switchable trips in identifying new cycling infrastructure and additional cycle parking facilities. The routes shown in both these figures ties up with the Harrow programme for cycle route delivery.

Figure 14: City planner cycling potential switchable trips 2010-15

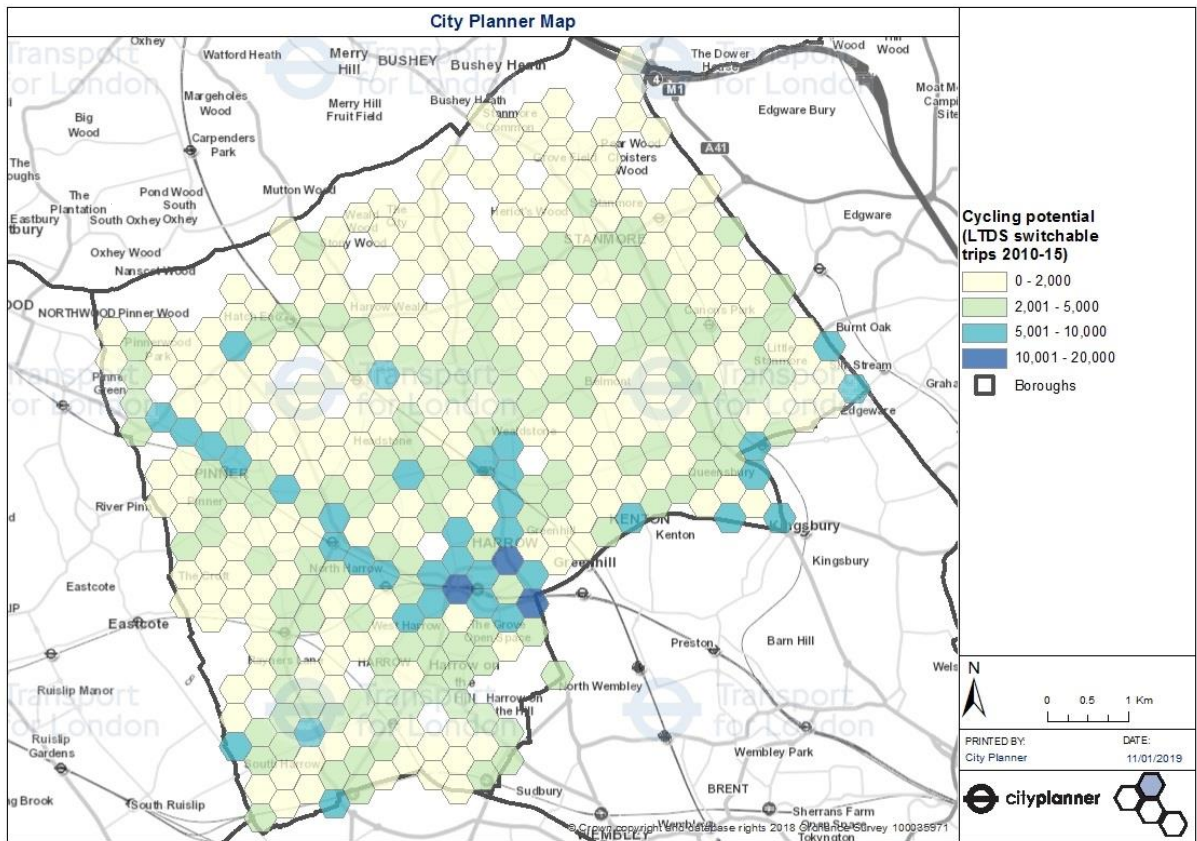
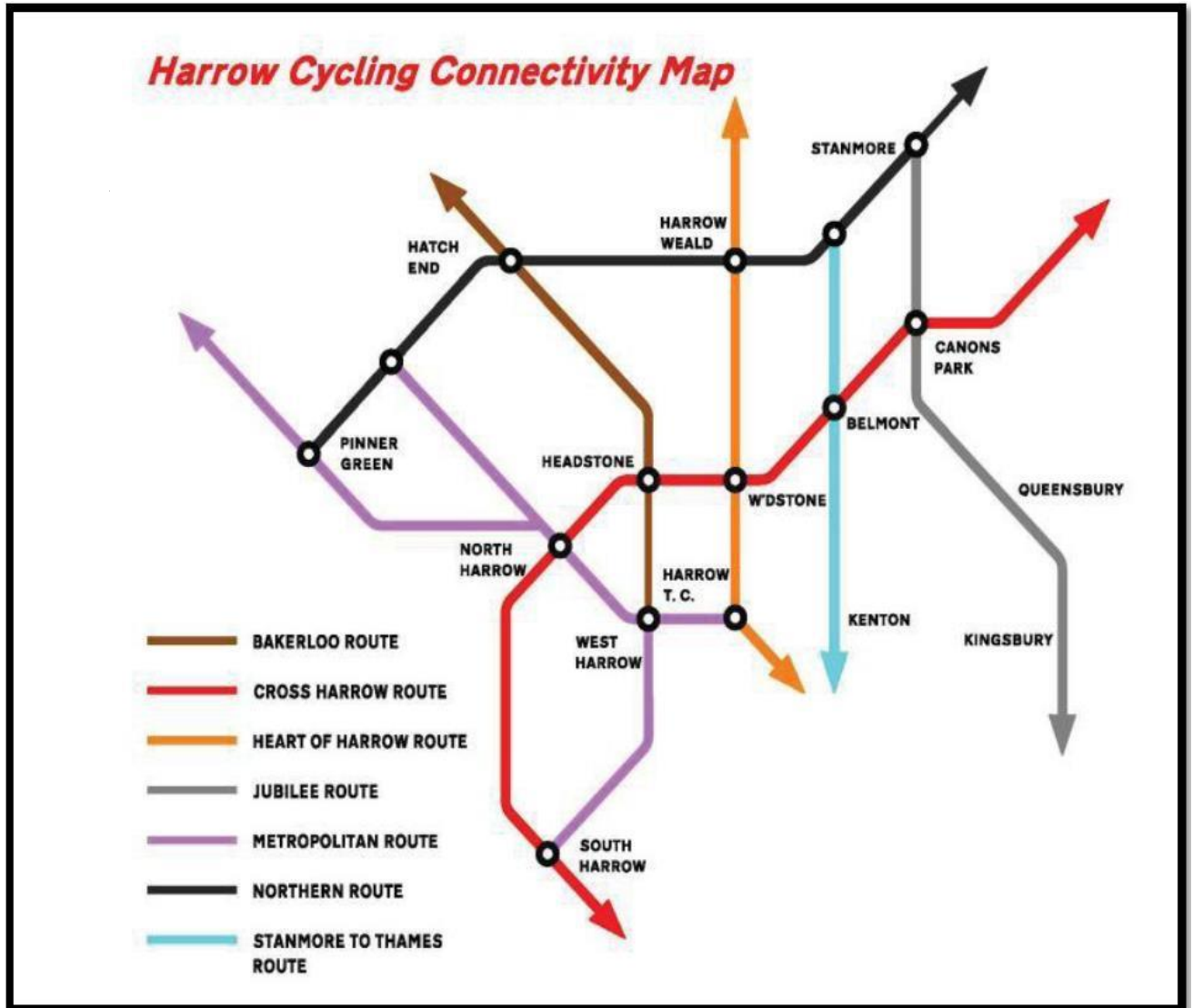


Figure 15: Harrow connectivity map



2.5.18 Figure 16 shows Harrow’s cycling connectivity map and Figure 16 shows the connectivity map and aspirational routes across the whole borough. The programme for delivering these routes is shown in Table 3.

Table 3: Cycling connectivity timetable

2017/18	2018/19	2019/20	2020/21	2021/22
Metropolitan route	Jubilee route	Heart of Harrow route	Bakerloo route	Cross Harrow route

Figure 15: Harrow connectivity map

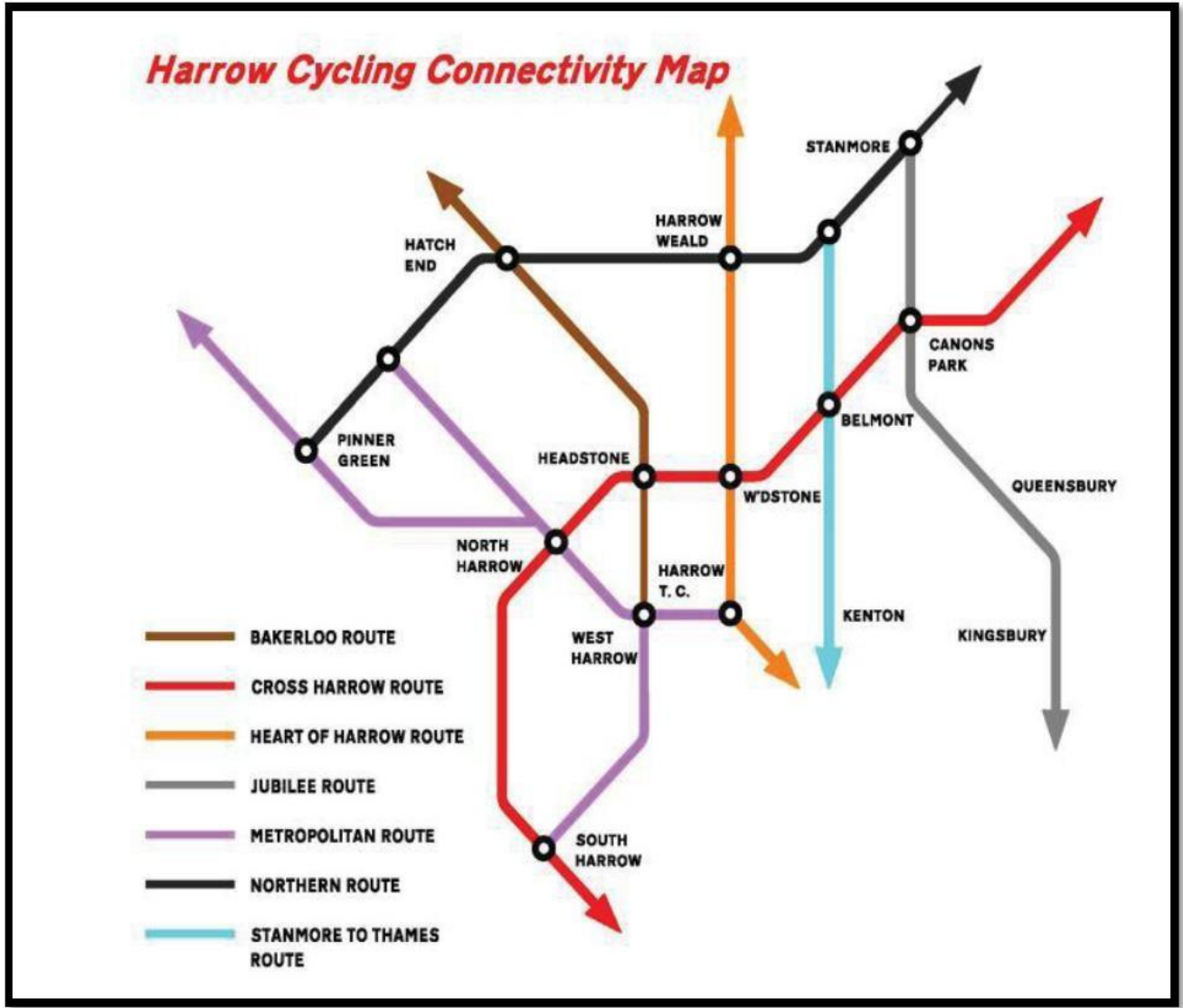
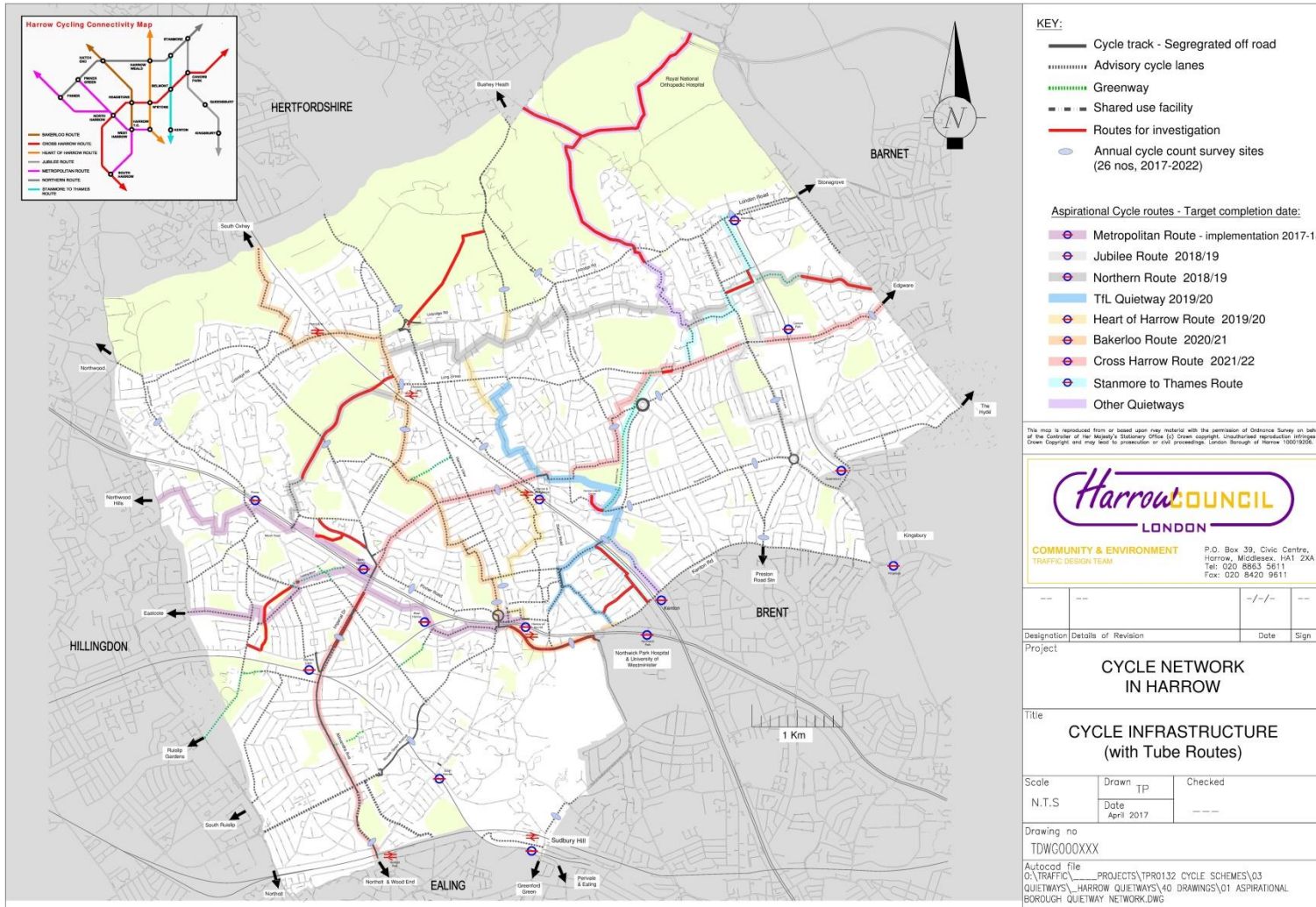


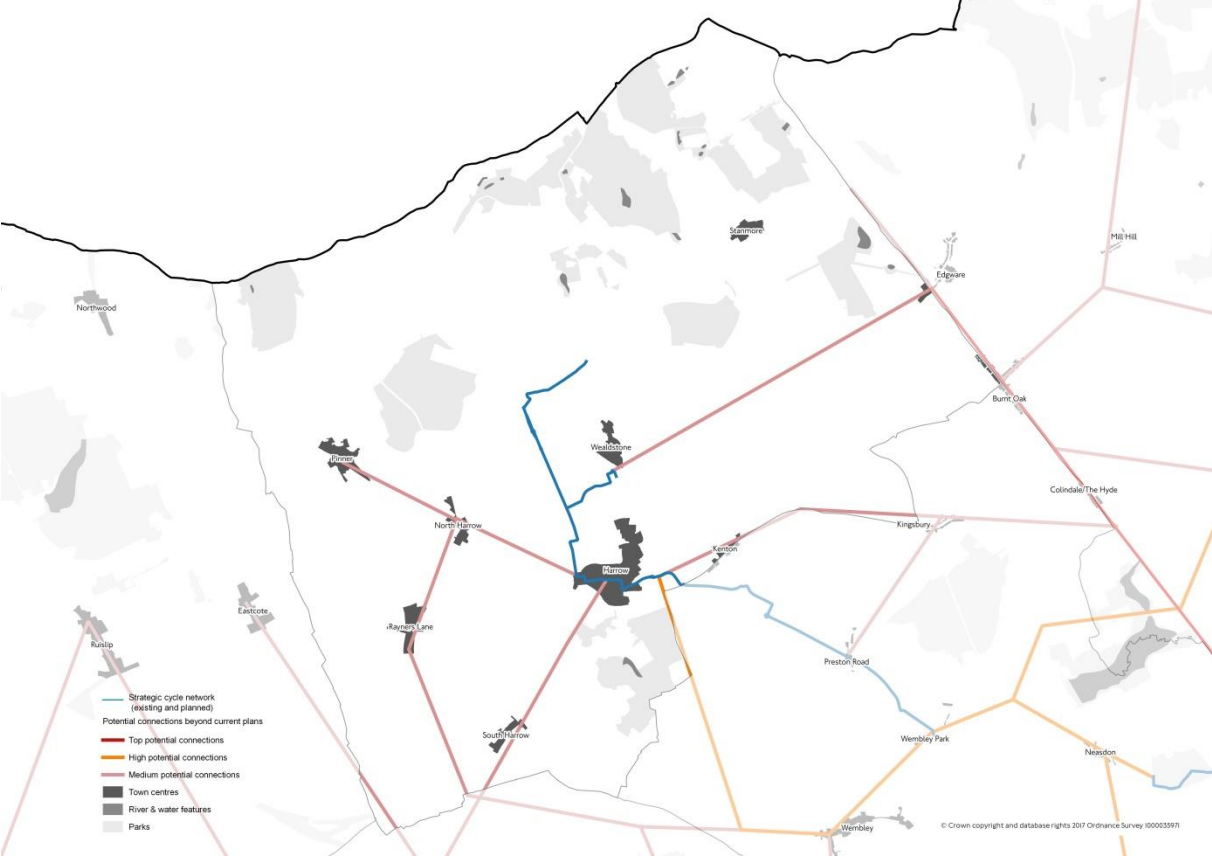
Figure 16: Harrow cycling connectivity map and aspirational routes



80

2.5.19 Figure 17 shows Harrow prioritised strategic cycling connections. This shows the priority levels assigned to each cycling connection, based on their potential contribution to addressing London’s greatest cycling needs. Each connection is shown as a direct ‘crow flies’ line between origins and destinations and is subject to further refinement. The corridors are only prioritised from a cycling perspective and under the Healthy Streets Approach, they would need to be considered in terms of their wider impacts and deliverability.

Figure 17: Prioritised Strategic Cycling Connections



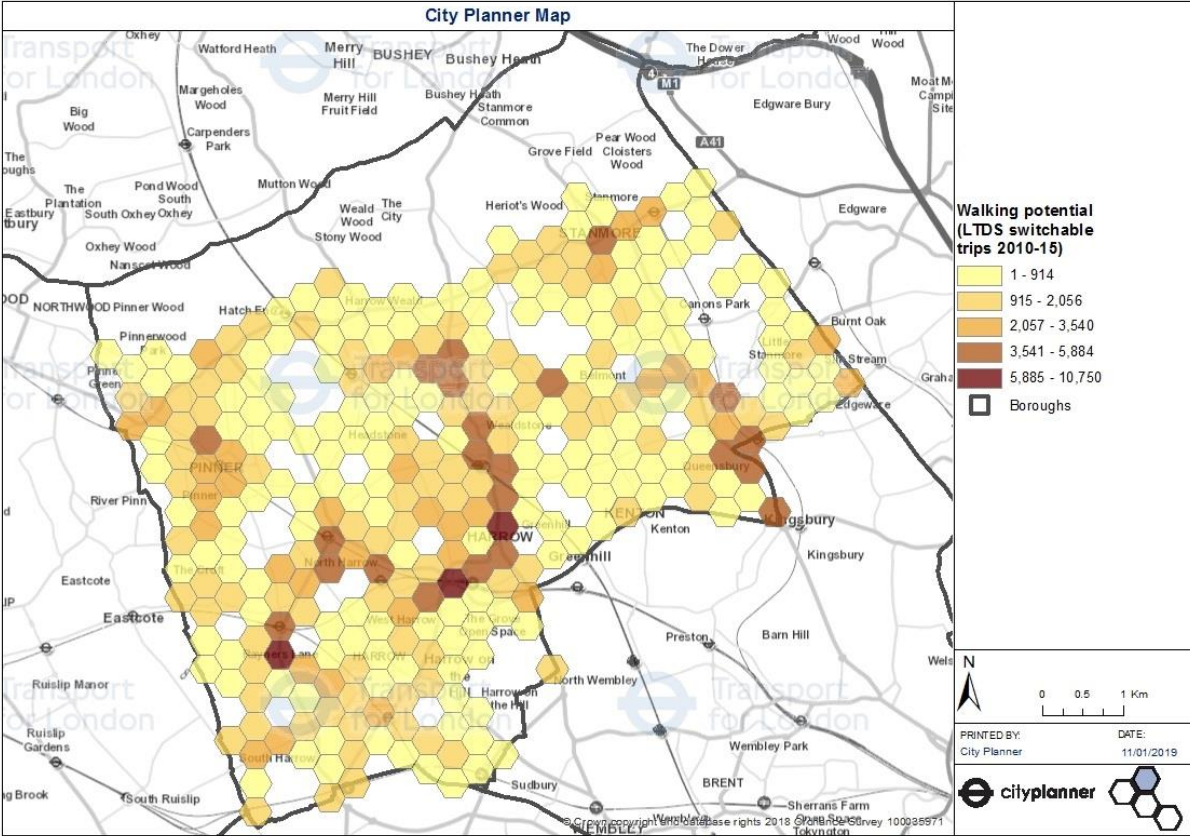
2.5.20 To encourage increased cycling, cycle training is offered to all schools in the borough as well as offered outside the school environment. Cycle training is also facilitated for Special Educational Needs and Disability (SEND) schools providing an extended duration of training and adapted bikes for pupils to participate in training. The borough also offers women only cycle training courses. To ensure that those who need to benefit from the health of increased cycling, promotional leaflets are provided across Harrow in doctor’s surgeries and libraries, leisure centres, community notice boards, social media accounts/council website, Harrow People

Magazine and Annual Council Tax guide promoting the health benefits of cycling and also providing information on how to access cycle training.

- 2.5.21 Harrow is proposing to construct a brand new BMX cycling facility to transform the lives of young people from disadvantaged communities and encourage the social and health benefits of cycling. The facility will serve the whole community and aims to increase cycling participation with young people from lower social grades and from BAME (Black, Asian and Minority Ethnic) backgrounds to promote cycling in an exciting and engaging way. The facility will be based within one of the more deprived wards in the borough.
- 2.5.22 In schools across Harrow, the borough also offers Learn to Balance and ride cycle training for those aged 3-11. During these sessions, free bicycles are provided to children to help them to learn the core fundamentals of cycling.
- 2.5.23 Tour de Salah is the largest Muslim cycling event in the UK and introduces cycling to novices within traditionally harder to reach groups. Participating cyclists cover up to 100km across the capitals iconic landmarks and mosques over one day. This year the Harrow Mosque is part of the route and the event is being promoted across the borough.
- 2.5.24 Harrow promotes travel training to eligible children and young adults at all schools in the borough. This provides support for those with learning difficulties to develop the skills and confidence to travel independently. By promoting independence from an early age and reducing people's dependence on specialist transport, participants can develop independence through accessing learning and employment opportunities and maintain an improved quality of living.
- 2.5.25 To encourage staff cycling, together with WestTrans, Harrow, took part in an e-bike trial. This involved six e-bikes being loaned to staff for a month at a time, to allow them to develop the habit of cycling to work and encourage them to purchase an e-bike for themselves. 36 staff and teams participated in trialling the bikes during the trial.
- 2.5.26 Figure 18 shows potential switchable trips to walking based on 2010-15 data. This has been derived from the London Travel Demand Survey (LTDS). The data represents trips made by London residents which could reasonably be walked all the way but are not walked at present. The LTDS collects travel pattern data from ~17,000 persons a year including details of all trips undertaken the day before the interview. Pedestrian stages from survey years 2010 to 2015 have been included in this dataset. The data is aggregated by plotting walking trips along the road network (ITN) and summing the length of these trips per cell. The trips have been weighted to represent all of London.

2.5.27 The information regarding walking potential will be used for all future borough liveable neighbourhood work and in particular does show the importance of improving walking in Wealdstone which is a high priority to the borough.

Figure 18: City Planner walking potential summary 2010-2015



2.5.28 To support increased active travel, Harrow provides free Health Walks for local residents with an opportunity to walk regularly in a relaxed and friendly environment and enjoy some of Harrow’s beautiful green spaces. The walks are varied in length and level and are all led by qualified and insured volunteer walk leaders, who encourage participants to walk at their own pace.

2.5.29 Harrow promotes the London AirTEXT service on the Council website. This gives advance warning of elevated pollution levels. Harrow has also committed to monitoring air quality sites near schools with a main road within a 5 minute walk of the school. Diffusion tubes put in place at the schools will measure nitrogen oxide emissions at each location. The air quality work has resulted in increased direct engagement with schools, an increase in awareness and understanding of air quality issues, increased face to face engagement with local businesses and increased advice to drivers through anti-idling campaigns at schools.

2.5.30 Parking controls can have a beneficial effect on air quality and public health. Measures to restrain unnecessary car journeys as a result of parking controls will help

to reduce emissions from road traffic as well as reduce public health issues related to poor air quality.

2.5.31 Harrow Council welcomes and supports community events, such as street parties to celebrate both local and national events. Applications for street closures are available on Harrow's website.

2.5.32 The annual Pinner Fair with fairground stalls and rides has been taking place in the borough for nearly 700 years. Many roads are closed to support the fair and visitors are advised to use the extensive public service transport available including buses and Metropolitan underground trains.

2.5.33 Encouraging active travel and adopting healthier lifestyles needs to begin early. Health and length of life are both known to be influenced by early lifestyles. To support the promotion of active travel to school age children, Harrow will work with schools to do the following:

- Promote sustainable and healthy travel choices and healthy walking routes to school through the use of school travel planning, travel awareness campaigns, cycle training and an improved walking and cycling environment
- Encourage cycling generally and in particular for journeys to school
- Provide and promote cycle training for children and adults who work, study or live in the borough
- Encourage and support schools, higher and further education establishments to review their own travel plans and to achieve and improve TfL accredited status where appropriate
- Work with schools to reduce the number of school trips made by car and liaise with schools regarding suggested highway works required in school locality
- Work with schools to set up additional school walking buses

2.5.34 To encourage increased walking and cycling throughout the borough, Harrow will do the following:

- Work with TfL to contribute to delivery of strategic cycle routes including Quietways
- Encourage recreational walking as well as active walking as a mode of transport and support national walking campaigns
- Work in partnership with Public Health to promote walking and the Walking for Health scheme
- Work with the Active Harrow Strategic Group to promote active and sustainable travel
- In partnership with Harrow Public Health, work with selected communities to promote the benefits of walking - using the TfL data on switchable journeys to walking

- Provide and promote cycle training for children and adults who work, study or live in the borough
- Introduce measures and programmes to encourage persons from BAME and other statistically cycling adverse groups to take up cycling and to cycle more often
- Promote sustainable and healthy travel choices and healthy walking routes to school through the use of school travel planning, travel awareness campaigns, cycle training and an improved walking and cycling environment
- Promote recreational cycling – but give priority to increasing cycling as an alternative to car use.
- Encourage cycling generally and in particular for journeys to school.
- Publish and distribute cycling leaflets and maps in areas of the borough identifying the locations of designated cycle routes, cycle parking facilities, barriers to use and main road crossings
- Promote the Walk London network and new leisure routes through Harrow’s extensive green areas
- Provide additional cycle parking in schools, review and increase the level of safe and secure cycle parking available across the borough

2.5.35 To ensure that the public realm is designed to encourage walking and cycling, the borough will encourage healthy streets by doing the following:

- Ensure that the vitality of town centres are supported through good transport access via all modes of transport prioritising sustainable modes of transport
- Increase the extent of 20mph roads in the borough and expand the existing 20mph zones to cover more areas where people live, work and shop and where children travel to school
- Ensure the progressive delivery and maintenance of a high quality of cycle route provision, consistent with London Cycling Design Standards, as well as clear continuity and consistency in design; and ensure that, wherever practicable, provision is designed and implemented to cater for tricycles and bikes with trailers
- Encourage the delivery of secure and weather-protected cycle-parking at sites generating/attracting significant numbers of cycling trips – most particularly, at strategic interchanges and stations and at local shopping areas; and encourage other authorities with specific responsibilities within the Borough to do the same
- In partnership with WestTrans, trial and introduce dockless cycle hire in the town centre with a view to expanding the service throughout the borough
- Review the existing cycle delivery plan with a view to expanding the network
- Encourage employers to make provision for employees wishing to cycle to a similar standard to that required from new development including the provision of “cycle pools”
- Ensure convenient access for walking, cycling and public transport be required in the design and layout of all new development
- Work with TfL to expand Legible London throughout the Harrow Opportunity Area and into more areas in Harrow such as Stanmore and Headstone Lane

- Improve pedestrian linkage between Harrow town centre and Harrow on the Hill station
- Ensure that all aspects of the walking environment including links to parks and open spaces are effectively considered when delivering works for liveable neighbourhoods and corridor schemes
- Improve access to Harrow's green spaces and historic areas and improves pedestrian walkways that use and link existing parks and open spaces with the town centre and transport interchanges.
- Provide effective alternatives to the car to encourage modal shift and increase provision for non-motorised modes of travel including cycling on all local access roads and treating walking as a priority travel mode, to be treated on a par with other means of transport
- Review the Harrow Rights of Way Improvement Plan with a view to increasing active travel through Harrow's parks and open spaces
- In all liveable neighbourhoods schemes the borough will consider planting and street greening to provide shade and shelter and to create a more attractive environment, the potential reallocation of road space to benefit sustainable transport, as well as road traffic restrictions and the possible introduction of play streets

2.5.36 To enable those with mobility difficulties to access work, shops and leisure facilities, the borough will do the following:

- Prioritise in all new schemes the needs of those with mobility difficulties who need to walk, cycle or drive to work, shops or other facilities and local amenities
- Consider accessibility improvements in all new schemes, such as dropped kerbs, tactile paving and audible signals
- Consider the provision of additional seating in all new schemes to benefit the needs of those with mobility difficulties, giving particular consideration to road side seating in areas beyond the town centres which would enable many people to take short walking trips outside their own homes
- Continue to support the expansion of the Harrow Shopmobility services and their opening hours
- Work with schools to promote travel training for children and young people with learning difficulties
- Ensure convenient car parking for people with disabilities is considered in the development of all parking schemes
- Prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is prioritised

Borough Objectives

2.5.37 The key borough objectives to deliver Outcome 1 are as follows:

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians

and cyclists thereby reducing congestion and improving public health and local air quality

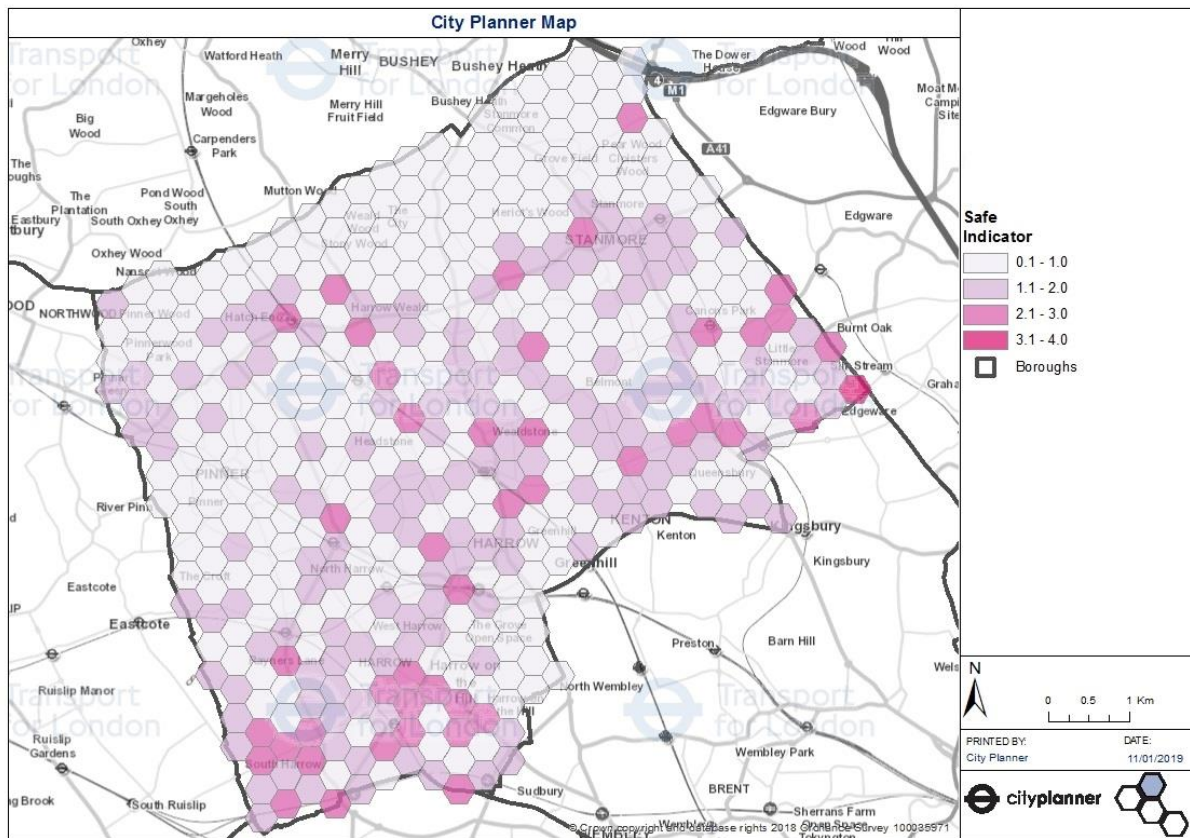
3. Increase the number of people cycling in the borough in order to improve public health, improve air quality, reduce congestion and to reduce the impact of climate change
5. Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking

Outcome 2: London's streets will be safe and secure

Challenges and opportunities

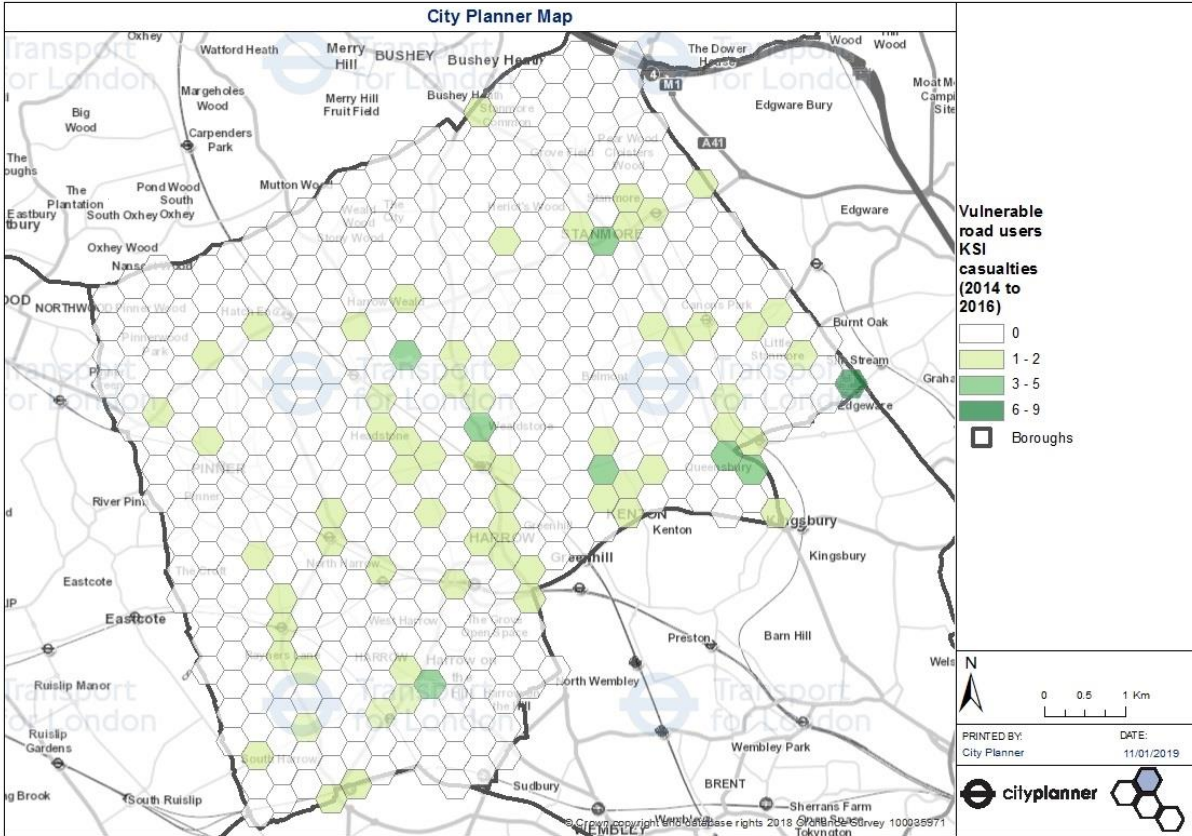
2.5.38 Figure 19 provides a summary of TfL City Planner safety information in the borough. A higher score represents a higher relative priority location. This was developed using a combination of scored All modes total casualties (2014 to 2016) and Street Crime Rate (2014-15).

Figure 19: City Planner safety summary



2.5.39 The casualty rate in the borough is very low and the borough has continually reported some of the lowest casualty rates in London. Because of this there are no specific locations with high accident rates. Recent problems in getting full STATS19 data from the police have exacerbated the borough's ability to identify accident locations. Figure 20 shows the locations of vulnerable road users casualties 2014-2016. This information is also provided in separate City Planner maps for motorcyclists, pedestrians and cyclist.

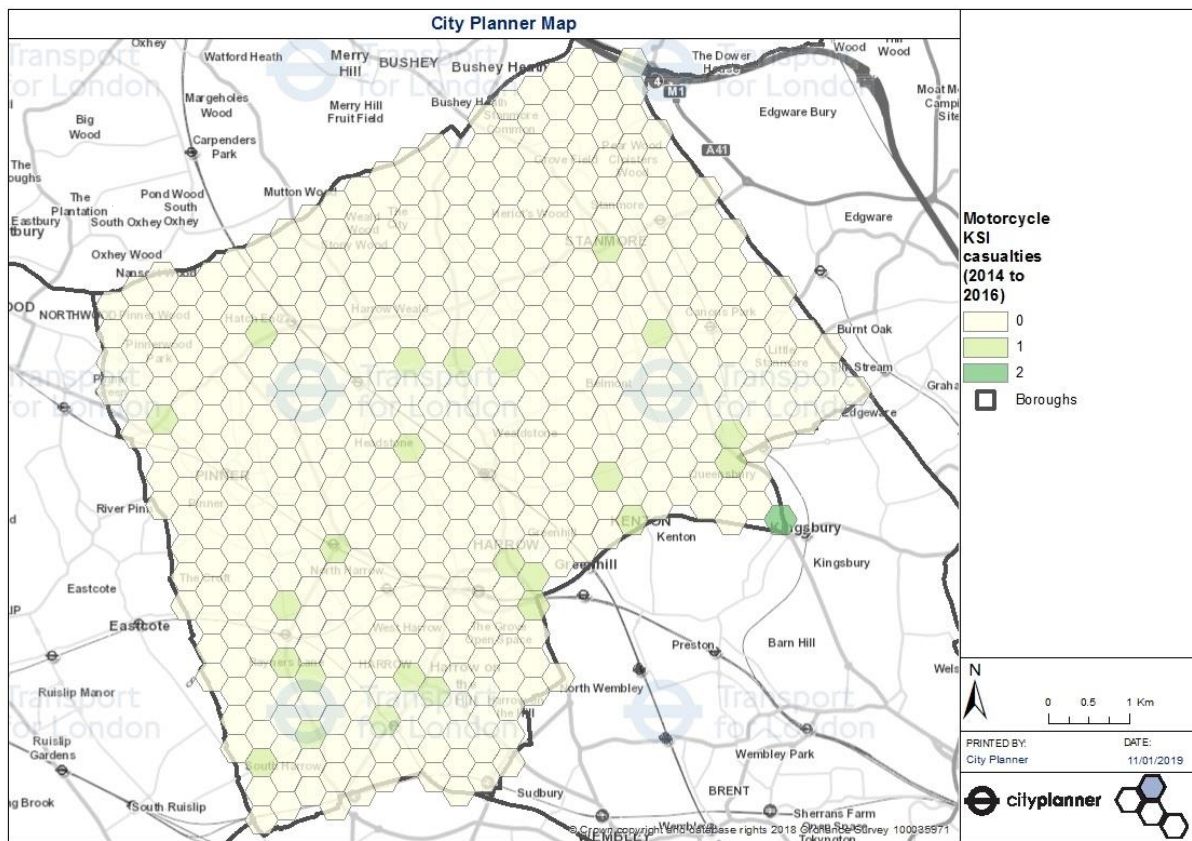
Figure 20: City Planner vulnerable road users KSI casualties 2014-2016



2.5.40 Harrow has adopted a Vision Zero approach towards eliminating all road deaths and serious injuries by 2041. In 2018, gang violence resulted in a motorcycle fatality. Other accidents were caused by a variety of reasons. The borough will continue to run road safety educational campaigns on all issues including dedicated road safety education for motorcyclists to specifically to address their safety concerns.

2.5.41 Motorcycle casualties are a significant problem across the borough and the number of motorcycle accidents in the borough increased in both 2016 and 2017. Addressing this issue is a key objective for the borough. Unfortunately, the reduction in resources for both road safety and road maintenance in the borough limits how road safety issues can be addressed. Figure 21 shows City Planner motorcycle casualties for 2014-2016 across the borough.

Figure 21: City Planner motorcycle KSI casualties 2014-2016



2.5.42 Figure 22 and Figure 23 show City Planner pedestrian and cycle KSIs 2014-2016 respectively. Cycling casualties are fortunately low, but it is recognised that this is in part as a result of the low number of cyclists across the borough.

2.5.43 The location with the highest pedestrian KSI casualties is predominantly along the A409 which is Station Road and High Street Wealdstone. This ties in well with the Harrow Wealdstone Liveable neighbourhood bid.

Figure 22: City Planner pedestrian KSI casualties 2014-2016

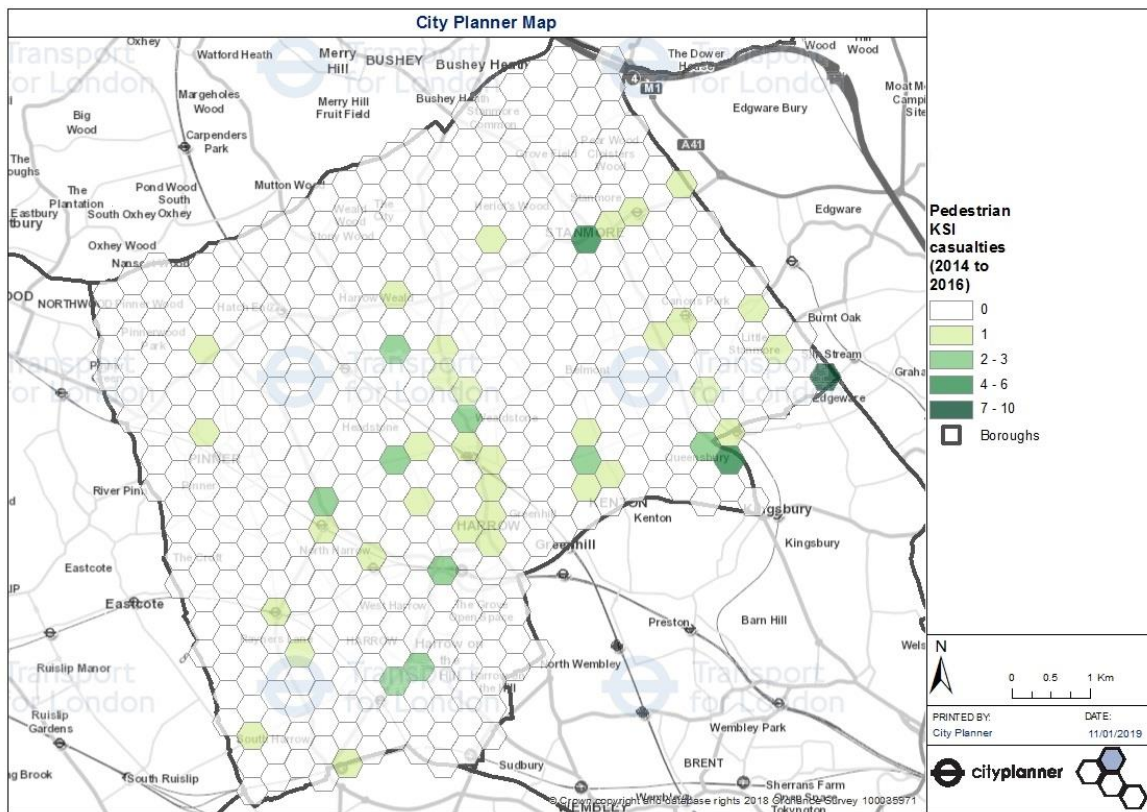
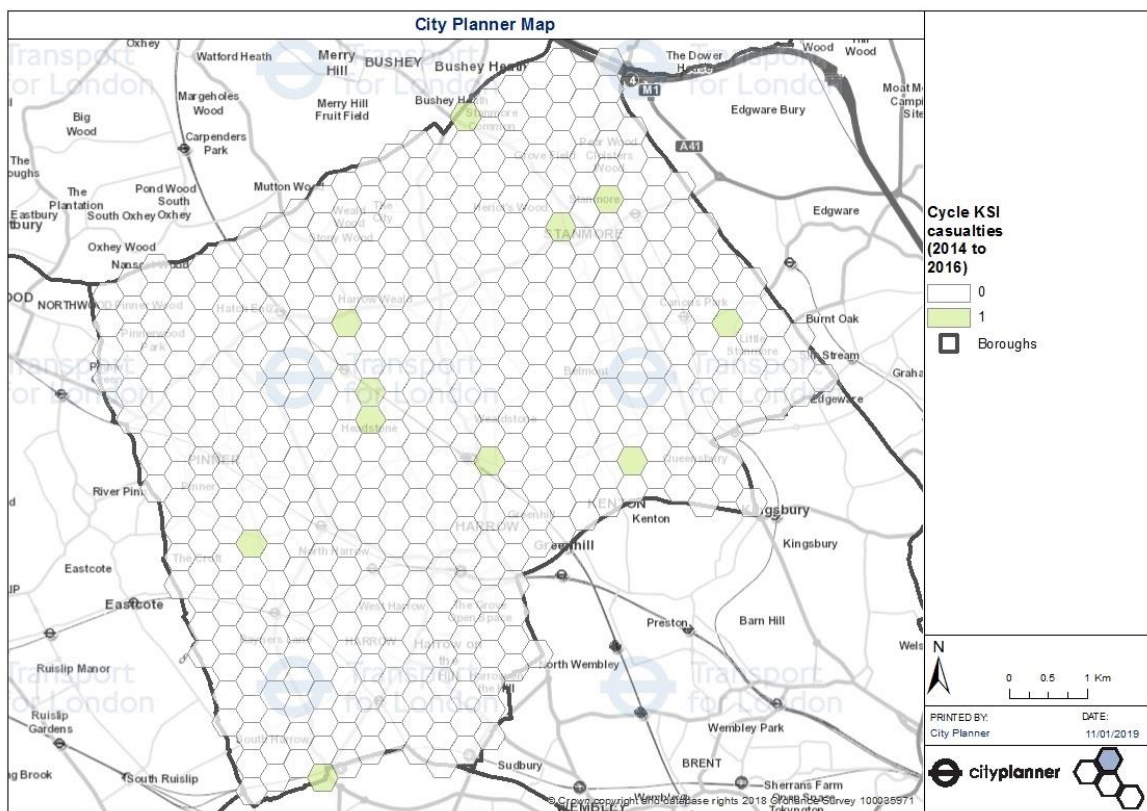


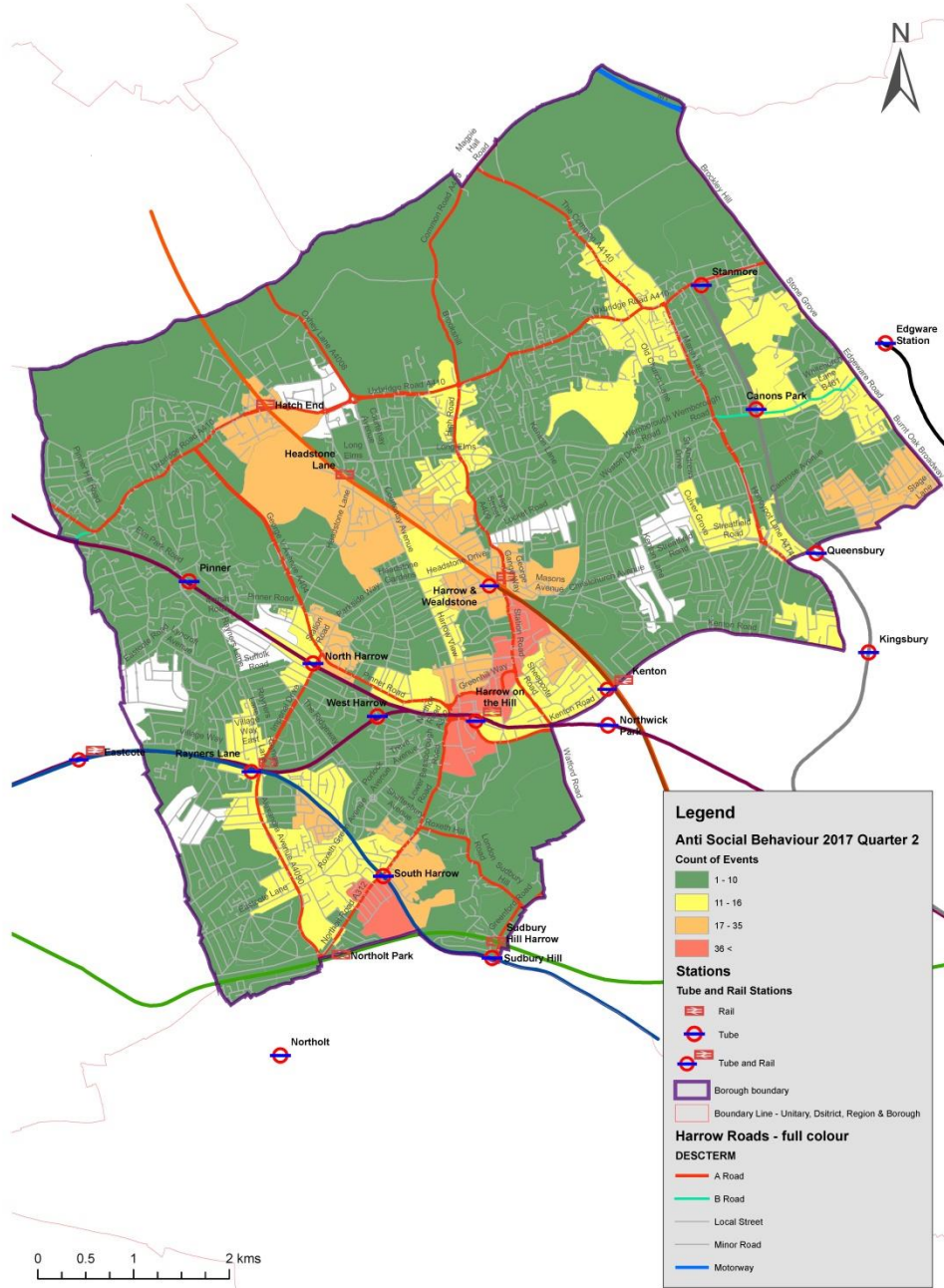
Figure 23: Cycle KSI casualties 2014-2016



- 2.5.44 The Metropolitan Police Service (MPS) introduced a new collision reporting system in November 2016 - the Case Overview and Preparation Application (COPA). The City of London Police also moved to the Collision Reporting And SHaring (CRASH) system in October 2015. This has had a number of impacts on the data that is available to Transport for London (TfL), and the London Boroughs in the ACCSTATS database for collision investigation.
- 2.5.45 Under the new systems officers use an 'injury-based assessment' in line with DfT STATS 20 guidance and online self-reporting is available. Both of these changes are expected to provide a better assessment of injury occurrence and severity but have made data collected from November 2016 onwards difficult to compare with earlier data.
- 2.5.46 TfL commissioned the Transport Research Laboratory (TRL) to undertake a back-casting exercise to enable pre November 2016 data to be compared with post November 2016 data. These initial back cast estimates include the number of people killed or seriously injured (KSI) for each borough between 2005 and 2017 and this data has been used to update borough targets to align with those contained in the Mayor's Transport Strategy, namely a 65 percent reduction in KSIs by 2022 against the 2005-09 baseline, a 70 percent reduction in KSIs by 2030 against the 2010-14 baseline and zero KSIs by 2041. The targets contained in this final version of the LIP have been set against Outcome 2 for Vision Zero to reflect the reporting changes. The level of ambition remains unchanged, despite these revised figures.
- 2.5.47 The reported crime rate in Harrow was the lowest across all London boroughs averaging 56 crimes per thousand residents in 2017 compared with a London average of 93 crimes per thousand residents across London in the year ending December 2017. Similarly bicycle theft was reported at a lower rate in Harrow, 0.58 crimes per thousand residents compared with 2.39 for all of London. Wealdstone has been in the top five wards in the borough for crime over the last five years. Hot-spots for gangs and youth violence in the borough include Rayners Lane, Wealdstone and South Harrow. Criminal damage, drink and drugs as well as arson are prevalent in Wealdstone. This is one of the top crime areas for anti-social behaviour and has 38 incidents per 1000 persons compared with the London average 31 and England & Wales 35. Figure 24 shows locations of reported anti-social behaviour across the borough for quarter 2 in 2017.
- 2.5.48 There are also some problem crime locations within the town centre which are:
- pedestrian links between the High Street and Gladstone Way/Peel Road (Wealdstone Centre),
 - footpaths between Gladstone Way and George Gange Way (drug dealing and gang activity)

- 2.5.49 Wealdstone “hosts” gangs in the borough with many members being on the London Wide Gang Matrix, consequently, there has been regular activity in the area by the Police Proactive Team, Trident Officers and Council community safety teams. Rates of gang flagged offences in the borough are low but resident concern is rising.
- 2.5.50 Antisocial behaviour around Harrow on the Hill bus station is often raised as a concern to Harrow residents. However the police have addressed this issue with ongoing police presence and the use of CCTV.
- 2.5.51 Lighting can significantly increase people’s perception of safety. Lighting across the borough is being improved by a change to LED lighting. This will ensure that the levels of lighting wherever needed across the borough are brought up to the necessary standards.

Figure 24: Reported locations of anti-social behaviour in 2017 Q2



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2.5.52 To improve road safety for children in Harrow schools, Harrow will do the following:

- Provide road safety education events at schools and colleges throughout the borough
- Provide and promote cycle training for children and adults who work, study or live in the borough
- Work with TfL to ensure take-up of Children's Traffic Club, a London road danger reduction education resource for pre-schoolers
- Work with TfL to ensure take-up of the Safety and Citizenship pre-transition safe and responsible behaviour sessions for Year 6 pupils
- Work with TfL to ensure take-up of the Junior Travel Ambassador and Youth Travel Ambassador schemes, addressing transport and road safety issues in schools
- Work with the parking service and police to enforce and promote safe driving and parking in school zones

2.5.53 To ensure that the roads in Harrow are best designed to improve safety, and that the appropriate road safety training is provided, Harrow will do the following:

- Adopt a Vision Zero approach towards eliminating all road deaths and serious injuries by 2041
- Employ a road danger reduction approach to design, using the streets toolkit for designers, Road Safety Audit, and Healthy Streets Check for Designers
- Prepare a programme of 20 mph zones in the borough and incorporate these into schemes for future TfL funding
- Ensure that all aspects of a safe environment, including improved lighting, better sight lines particularly for vulnerable road users and well-lit waiting areas, are effectively considered when delivering works for all new schemes
- Where possible use engineering solutions to minimise the need for additional road safety enforcement
- Maintain an effective method of accident monitoring for the borough
- Use accident statistical data to recognise trends and deliver targeted educational and engineering initiatives, with a focus on roads with a higher risk of motorcyclist collisions
- Reduce the number of motorcycle casualties in the borough through road safety educational campaigns
- Support the police in targeting illegal and non-compliant behaviour that puts motorcyclists at risk, using data to focus on the roads with a higher risk of motorcyclist collisions
- Educate road users on the shared responsibility for safer cycle and motorcycle journeys, through driver and motorcyclist/cyclist skills training and communications

- Promote Motorcycle Industry Association (MCIA) accredited training providers to motorcyclists looking to undertake Compulsory Basic Training
- Provide BikeSafe vouchers for subsidised courses delivered by local Motorcycle Industry Association (MCIA) accredited training providers
- Improve the safety of street design by following the design guidance set out in TfL's Urban Motorcycle Design Handbook
- Prioritise schemes that maximise casualty reduction predictions and pose the highest risk to vulnerable road users and in particular the numbers killed and seriously injured per annum for the available finance
- Encourage safe and considerate driving, at appropriate speeds, as part of travel awareness and road safety education campaigns and review existing speed limit to ensure they are appropriate to the location
- Support the police in targeting illegal and non-compliant behaviour that places other road users at risk
- Ensure that the safety concerns of all road users, including pedestrians, cyclists, horse riders and those in motorised vehicles are considered when developing any traffic scheme
- Carry out road safety audits of all new significant traffic and highway proposals.
- Provide and promote cycle training for children and adults who work, study or live in the borough
- Deliver appropriate road safety interventions and resources for road users aged 60+ by targeting community groups, day centres and social clubs, facilitating bespoke workshops and presentations and providing road safety literature
- Provide additional cycle parking in schools, review and increase the level of safe and secure cycle parking available across the borough

2.5.54 To ensure that people in Harrow feel safe, the borough will do the following:

- Work with TfL to improve the frequency and reliability of weekend and late night public transport services to/from Central London
- Support the police to maintain focus on disrupting the criminal gangs involved in motorcycle theft and enabled crime
- Work with the Metropolitan Police in using their powers of enforcement to deal with illegal cycling on pavements and footpaths
- Work with schools and police to address perceptions of personal safety on buses
- Work with GPS providers to ensure that freight routes are appropriately guided within the borough and avoid residential areas
- Work with the Metropolitan Police to consider introducing traffic calming to lower speed and reduce impact of hostile vehicles in selected locations
- Support the police to address anti-social behaviour around Harrow bus station
- Improve lighting across the borough by a change to LED lighting

Borough Objectives

2.5.55 The key borough objectives to deliver Outcome 2 are as follows:

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality
2. Adopt a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041 and focus on reducing the number of motorcycle casualties across the borough

Outcome 3: London’s streets will be used more efficiently and have less traffic on them

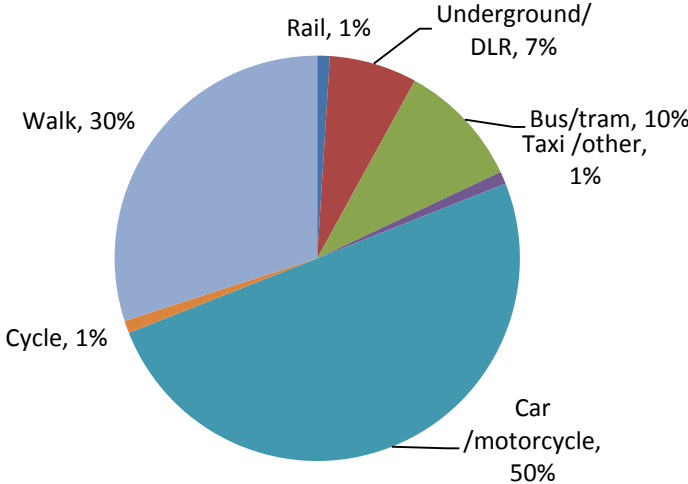
Challenges and opportunities

2.5.56 To reduce road traffic and use London’s streets more efficiently, a change in attitude to single car occupancy and driving short journeys are both needed as well as some increase in the available capacity on public transport. Harrow will work to encourage shorter journeys to be made by active travel - cycled or walked and this will enable bus capacity to be more appropriately used for longer journeys.

2.5.57 Census 2011 shows that around only 1% of working population (in employment and not working at home) cycle to work and 7% walk to work – yet 12% of the same population live less than 2km away from work and 16% between 2 and 5 km.

2.5.58 The latest modal split data for trips originating in Harrow by main mode is shown in Figure 25. This shows main mode for average day (7-day week) 2014/15 to 2016/17. The use of motorised transport needs to be reduced to enable Harrow to grow sustainably, to improve air quality and to reduce road traffic.

Figure 25: Harrow modal split 2014/15 to 2016/17



Source: Travel in London 10 supplementary information
Total trips per day 460,000

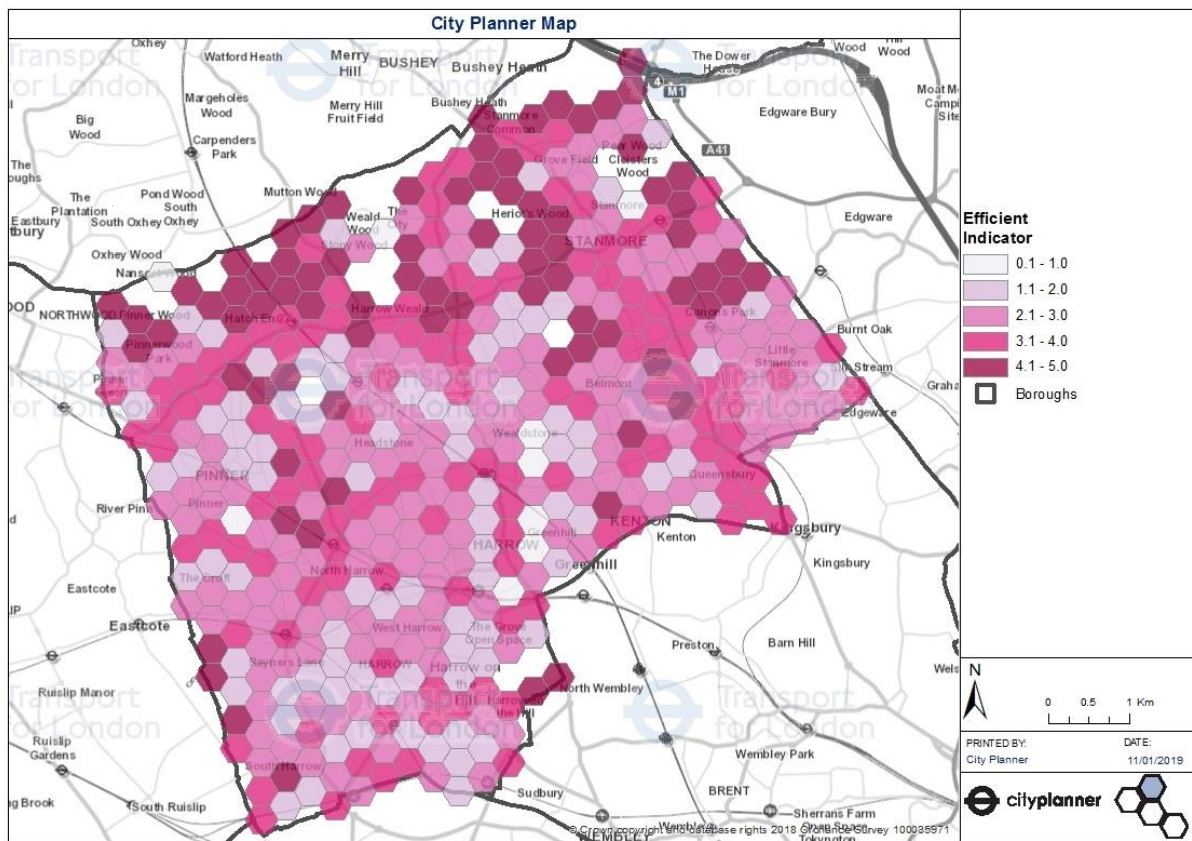
2.5.59 The most congested roads in Harrow are the A409, Marsh Lane/London Road/Stanmore Broadway in Stanmore, Marsh Road, Imperial Drive and Northolt Road. In all these locations, congestion issues will be addressed through managing the network performance and encouraging sustainable travel choices. In Northolt Road the congestion will also be addressed through introducing bus priority measures and removing some of the existing on-street parking. Figure 27 shows the average delays on Harrow roads between 7am and 10am between Jan 2016 and Nov 2016.

- 2.5.60 Reducing traffic levels will also improve the local air quality. Air pollution has a significant impact upon public health, with both short and long term health effects increasing the risk of conditions such as asthma, cardiovascular, and respiratory disease, as well as risk of death¹⁰. Reducing the rate of NO₂ across the borough to under 20.5µg/m³ over the next ten years could reduce the number of cases of asthma by 112 cases and diabetes by 437 cases per 100,000 population per year. Reducing PM2.5 rates to >12.3µg/m³ across the borough would reduce the number of cases of coronary heart disease by 462, cases of chronic obstructive pulmonary disease by 260, cases of stroke by 120, cases of diabetes by 466 and prevent 260 deaths per 100,000 population per year.
- 2.5.61 In order to discourage private car ownership, both on and off street car clubs are being encouraged by new developments in the town centre. These are being introduced through the planning process in exchange for a reduction in the availability of private parking and are funded by Section 106 development funding.
- 2.5.62 Another way that car ownership is being addressed in selected areas in the borough is through parking permit restrictions that are applied to some properties that are intended to be 'car free' or have a low parking provision and are in areas with good access to public transport. Blue badge holders may still apply for permits at these locations. These conditions or agreements are applied at the time planning permission was approved for the development or conversion of a property.
- 2.5.63 The borough will also introduce parking control schemes to enable increased parking restraint measures and to encourage greater use of sustainable transport modes. This will increase the number of people walking and cycling and lead to more active and healthy lifestyles.
- 2.5.64 Congestion and efficiency are being addressed in the borough through improved parking layouts and providing appropriate parking and loading facilities across the borough thereby reducing obstructive and illegal parking as well as reducing wasted travel by vehicles searching for spaces to park or load vehicles. In residential areas, controlled parking zones (CPZs) are introduced to ensure that there is sufficient parking available for those with disabilities, to support local businesses and to enable appropriate servicing and delivery where needed. CPZs incorporating residents parking schemes improve safety, access and residential amenity and assist management of parking in town centres to ensure more short stay shopper / visitor spaces are available. Harrow will be standardising the operational hours of CPZs across the borough to change away from one hour only for all areas and making the operational hours appropriate for the busiest times of the zone.

¹⁰ Public Health England, 2018. A tool to test the long term health and cost impacts of air pollution at a local authority level

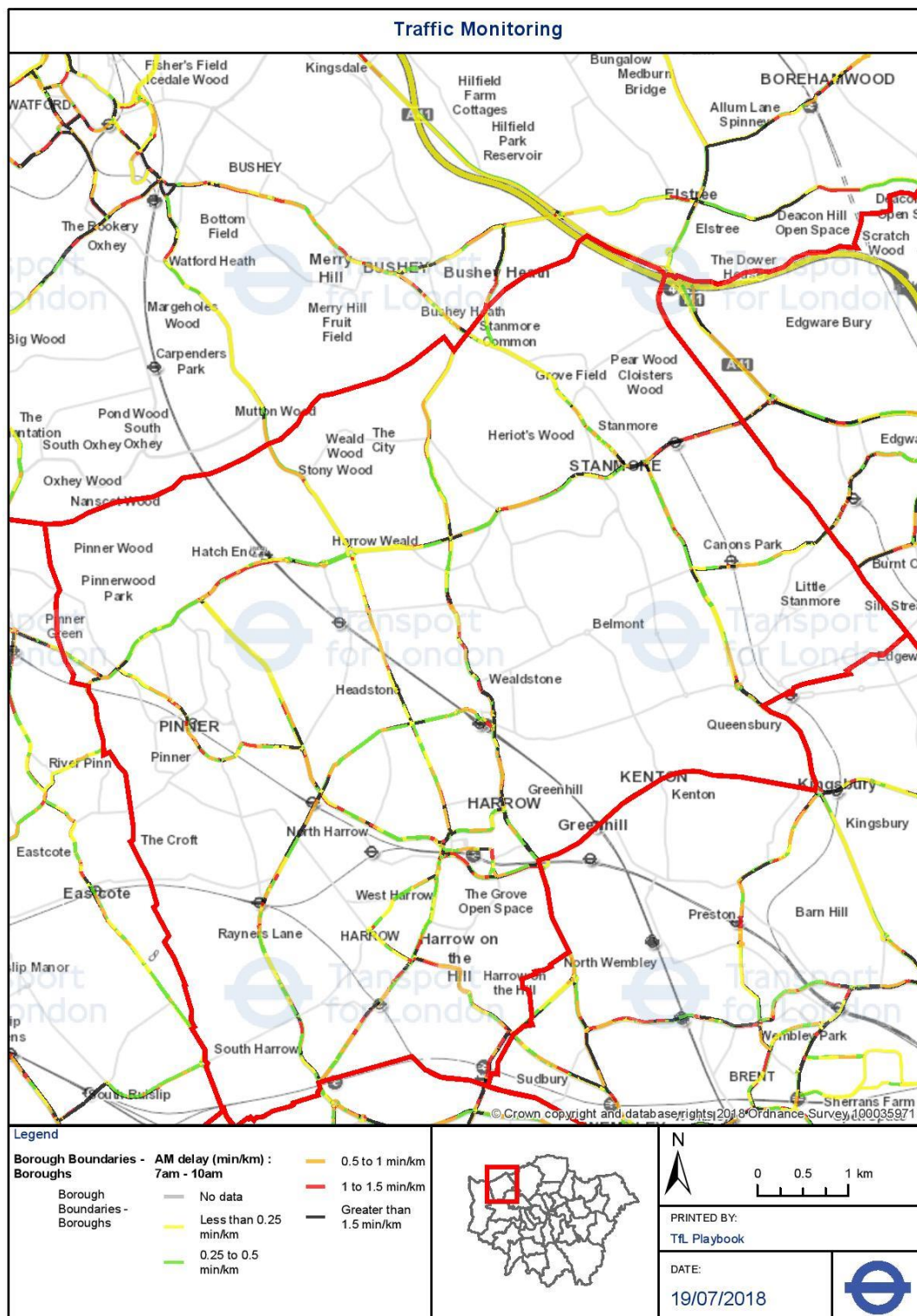
- 2.5.65 Badly managed parking regulations can result in inefficient road use and as mentioned can also result in increased congestion and drivers wasting journeys looking for parking spaces or places to park or load. There is also an economic impact of poorly managed parking with time wasted by delivery services unable to park near their destinations or taking too long stuck in congestion. This is not only inefficient, but also costly and frustrating. Well managed parking regulations can both reduce wasted journeys and encourage the use of “greener” vehicles.
- 2.5.66 Following the Harrow Council move, which is likely to be by 2023, the travel plan for the new premises will include car pools which will be available for necessary car journeys and will be used as an economic alternative to private car use. This will reduce car use by Council officers.
- 2.5.67 Harrow is collaborating with WestTrans in developing a freight heat map which will enable the borough to be better informed about the parking and loading needs of freight in the borough. Improving the parking and loading needs for freight vehicles will also help reduce congestion caused by illegal parking.
- 2.5.68 Figure 26 shows the City Planner efficiency summary for the borough. The City Planner efficient outcome indicator is the combination of scored Modelled freight flow (AM 2012), Car/van accessibility per household (ONS Census 2011) and Modelled car/taxi flow (AM 2012). The higher score locations represent a higher relative priority location. The high scores in the north of the borough are influenced by high car ownership in the area. Highest scores are shown along the Uxbridge Road and between Bushey Heath and Kingsbury and reflect the high levels of traffic trying to use these routes.

Figure 26: City Planner efficiency summary



2.5.69 Another way congestion is addressed in the borough is through promoting sustainable travel choices and reducing the need to travel by car. Requiring development and regeneration to be situated in places best served by public transport and with appropriate facilities for sustainable travel choices will help to address some congestion issues.

Figure 27: Average delays on Harrow roads (7-10am) (Jan 2016 to Nov 2016)



2.5.70 In 2012 Harrow introduced a borough freight strategy. This enabled the borough to prevent some heavy goods vehicles from cross cutting through local roads in the

borough as a shortcut to reach destinations beyond Harrow. This significantly reduced heavy goods vehicles misusing local roads in the borough. The borough will continue to consider introducing and enforcing weight restrictions and road width restrictions to prevent the misuse of roads by inappropriate vehicles.

2.5.71 Harrow supports the London Lorry Control Scheme (LLCS) which controls the movement of heavy goods vehicles over 18 tonnes. The LLCS operates at night and at weekends on specific roads in London helping to minimise noise pollution. Harrow will support the continuation and effective enforcement of the London Lorry Ban.

2.5.72 Well-designed freight delivery servicing facilities can help reduce traffic. To ensure this happens, Harrow will do the following:

- Ensure that freight movement, delivery and servicing within the borough is provided for in an environmentally sensitive, economic and efficient manner and ensuring appropriate routing avoiding residential areas while reducing impacts and conflicts with other modes, for example bus lanes, cycle lanes
- Periodically review the provision in town centres and the Harrow Opportunity Area for all aspects of servicing, delivery, loading/unloading and freight movement, with particular regard to its impact on all other modes of transport, the local economy and the local environment
- Seek to provide adequate delivery and servicing access to shops, businesses and residential premises and in particular to provide convenient on-street short-stay spaces for servicing / delivery vehicles
- Produce and publish a map setting out key information in respect of restrictions on lorry movement within the borough, in terms of:
 - Width, weight and length restrictions
 - Low bridges
 - Loading bans
 - Access restrictions, including pedestrian areas
 - Preferred routes for lorries
- Work with WestTrans to develop a freight heat map enabling the borough to be better informed about the parking and loading needs of freight in the borough
- Require, as a condition of securing planning permission, that development proposals make proper off-street provision for servicing and loading/unloading within the development site, in such a way that all vehicles entering or leaving a site are enabled to do so in a forward gear
- Support and seek, via the responsible regional/subregional authorities, appropriate sub-regional provision of break-bulk, consolidation, distribution and modal-transfer facilities for freight management, and appropriate and effective access to those facilities from the borough
- While recognising that road transport will remain the basis for freight movement, delivery and servicing provision within Harrow, Harrow will promote and maintain

local area lorry bans together with supporting initiatives to move freight by non-road transport modes

- Use the planning process on major planning applications to require a Construction Logistics Plan that reduces the environmental impact through the use of lower vehicle emissions and reduced noise levels; improves the safety of road users; reduces vehicle trips particularly in peak periods and encourages efficient working practices

2.5.73 To address congestion in the borough, Harrow will do the following:

- Maximise the efficiency and reliability of the operation of the road network through methods outlined further in Harrow's Highway Network Management Plan
- Reduce traffic volumes on local roads through traffic management techniques and where possible by diverting traffic to main arterial/distributor roads
- Work with schools to consider staggering school end times by a variety of measures including encouraging more school to introduce before and after school activities
- Give high priority to the enforcement of parking and road traffic regulations, particularly to those affecting the safety of all road users, reliable operation of bus services and the prevention of traffic congestion
- Monitor and review the provision and operation of CPZs in all areas of the borough that are experiencing on-street parking stress and install new CPZs subject to, demand and consultation with the local community
- For new CPZs, and as CPZs are reviewed, change the operational hours of enforcement to target the busiest times of the location
- Review the parking regulations in the Opportunity Area to ensure that the needs of planned growth are appropriately addressed

2.5.74 To reduce traffic on roads in Harrow, the borough will do the following:

- Encourage modal shift towards more sustainable forms of transport and in developing travel plans work with businesses to give consideration to support switching deliveries from vans to sustainable travel modes including cargo bikes
- Provide effective alternatives to the car to encourage modal shift
- Increase provision for non-motorised modes of travel including cycling on all local access roads and treating walking as a priority travel mode, to be treated on a par with other means of transport
- Work with schools to reduce the number of school trips made by car and liaise with schools regarding suggested highway works required in school locality
- Promote and support the development of travel plans in accordance with TfL guidelines either for individual organisations or on an area wide basis as appropriate
- Promote sustainable and healthy travel choices through the use of school travel planning, travel awareness campaigns, cycle training and an improved walking environment
- Secure deliverable Travel Plans for major trip generating development

2.5.75 To ensure that parking is managed efficiently in the borough, Harrow will do the following:

- Ensure that charges for parking support the economic vitality of all town centres
- Promote and secure the adoption of consistent and complementary strategies at national, regional, London, sub-regional and neighbouring local authority levels and through the restraint-based car-parking standards
- In the development and operation of parking schemes and to ensure transparency, the council will follow the guidelines as outlined in the parking management strategy which will be regularly reviewed and updated
- Support local businesses by giving priority to short stay on-street parking and by discouraging on-street long-stay parking
- Charges are set to discourage the use of private cars, however where off-street parking is available, ensure that charges for off-street parking:
 - Support the economic vitality of all town centres
 - Finance progressive improvements to the standards of the council owned car parks
 - Consider price competitiveness with comparable privately operated car parks
 - Encourage short stay parking with rapid turnover of spaces and deter long-stay parking where appropriate
 - Reduce the demand on surrounding on-street long stay pay and display parking
 - Are set with the aim of car parks being 85% full in peak periods
 - Are self-financing
- Where practicable, seek to secure consistent cross-boundary parking charges in conjunction with neighbouring authorities
- Encourage the use of cleaner and more environmentally friendly vehicles through prioritising specific facilities for parking of “greener” vehicles at all council owned car parks where practicable e.g. providing specific locations for parking providing charging points for electric vehicles
- Give high priority to the enforcement of parking and road traffic regulations, particularly to those affecting the safety of all road users, reliable operation of bus services and the prevention of traffic congestion
- Monitor and review the provision and operation of CPZs in all areas of the Borough that are experiencing on-street parking stress and install new CPZs subject to, demand and consultation with the local community
- Prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is prioritised

- Consider introducing virtual permitting system for most permit types where practicable across the borough and following this remove free parking for motorcycles¹¹ borough wide

Borough Objectives

2.5.76 The key borough objectives to deliver Outcome 3 are as follows:

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality
3. Increase the number of people cycling in the borough in order to improve public health, improve air quality, reduce congestion and to reduce the impact of climate change
4. Improve freight servicing and delivery arrangements to reduce congestion and delays on the network and consider other types of freight delivery options that could reduce traffic congestion

¹¹ Free parking has been available for motorcycles borough wide as displaying parking permits on motorcycles is not practical.

Outcome 4: London's streets will be clean and green

Challenges and opportunities

2.5.77 Harrow is in a privileged position in London, in that it contains a substantial amount of accessible open space, extensive areas of Green Belt and also some attractive and unique historic neighbourhoods. Change, as well as growth, needs to be managed in a way that respects local character and heritage, and also enhances it whenever possible. New development, public realm improvements, as well as issues such as air quality need to be dealt with carefully to ensure Harrow remains an attractive place to live and work.

2.5.78 Figure 28 shows NO₂ emissions in the borough for 2013. The map also shows the borough focus areas for NO₂. These are locations that not only exceed the EU annual mean limit value for NO₂ but are also locations with high human exposure. The map clearly shows the impact of road traffic pollution on the environment.

2.5.79 Figure 29 shows the City Planner green indicator summary. This is the combination of scored NO₂ levels ($\mu\text{g}/\text{m}^3$, 2020) and PM₁₀ levels ($\mu\text{g}/\text{m}^3$, 2020).

Figure 28: NO₂ emissions, 2013

Focus Areas LAEI 2013 in Harrow

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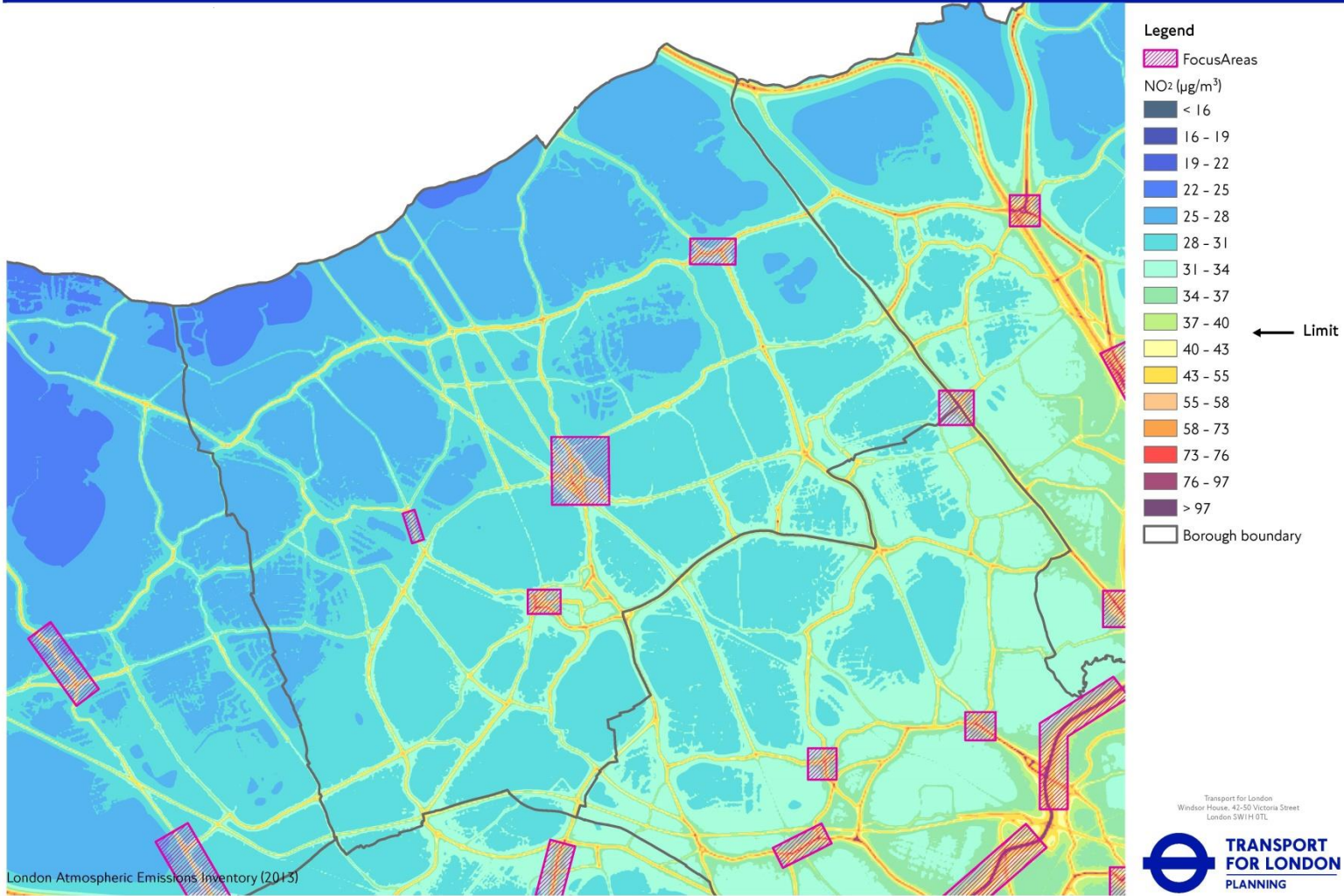
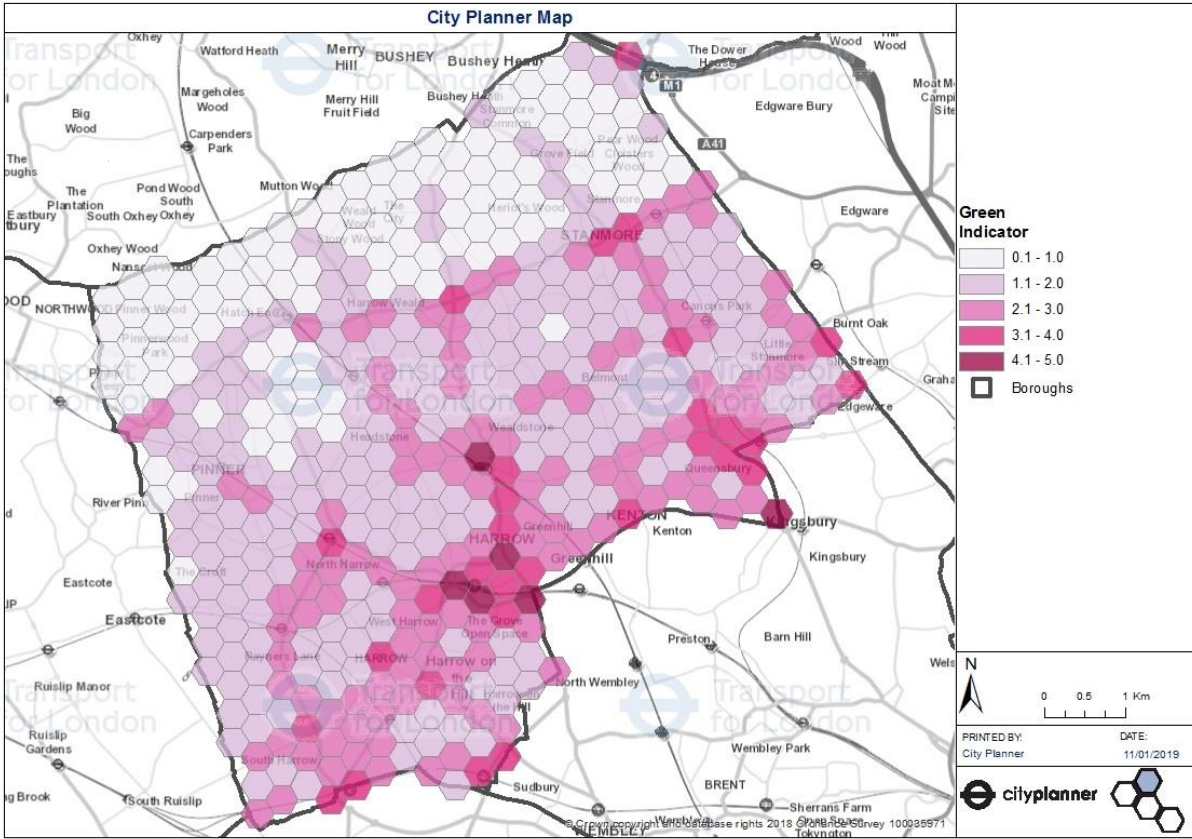


Figure 29: City Planner green indicator summary



2.5.80 Climate change is predicted to increase global temperatures, and could also lead to increased flooding. Harrow therefore needs to reduce its carbon dioxide emissions and its impact on the environment in general, to contribute to climate change mitigation, whilst at the same time adapting the built environment to become more resilient to the effects of climate change. This includes flood resilience measures being designed into developments, and other sustainable construction techniques being encouraged, whilst protecting the heritage around us. Secondly, lifestyles have to become more sustainable and so issues such as reducing car travel, tackling waste and increasing the provisions for recycling need to be addressed.

2.5.81 The development of enhanced public realm throughout the borough also needs to consider the impact of noise, dust, vibrations, pollution and vehicle emissions in the locality as these can detract from the enjoyment of any environment. Damage can occur through vehicle emissions which can accelerate the erosion and decline of an area’s historic fabric. The siting of signage, road markings, pavement works and crossings can all impact on the visual aesthetic of an area and their locations must be sensitively considered.

2.5.82 In 2017/18 Harrow introduced its first ultra-low emission zone, neighbourhood of the future (NOF) in Harrow town centre. Measures included in the zone are:

- amending parking policies to incentivise Ultra Low Emission Vehicles (ULEV) ownership and providing parking discounts
- providing increased charging infrastructure in destination car parks near to the two main shopping areas of St Ann's and St George's shopping centre
- providing free credited training to mechanics in the area to ensure ULEVs can be safely and easily serviced
- up skilling local mechanics to support local businesses, making Harrow a centre of excellence for ULEV servicing and maintenance and boosting the local economy
- enabling businesses based in the borough to trial Low Emission Vehicles (LEVs) for their fleets, implementing a long term behaviour change strategy to raise awareness of the benefits of LEVs and overcome any misconceptions.

2.5.83 Harrow is considering restricting private cars from accessing Station Road/College Road and allowing only ULEVs access into the zone. The borough is researching current road signage issues that limit the borough's ability to do this.

2.5.84 Based on the success of the Harrow NOF, Harrow is now considering the delivery of more NOFs across the borough.

2.5.85 Harrow intends to develop a broader borough wide policy to address the need to increase the uptake of electric vehicles in the borough. A lack of off-street parking in some residential areas prohibits uptake of electric vehicles due to the inability to safely charge vehicles while off-street. An electric vehicle borough policy will help identify locations where electric vehicle charging facilities will be most beneficial for both private residential areas and in commercial centres such as shopping centre car parks. It will also help identify appropriate locations for rapid charging infrastructure.

2.5.86 The Harrow Council vehicle depot is currently being redeveloped. Vehicles using the depot are refuse and recycling vehicles, school buses and pool cars. The new depot facilities will include up to 40% electric vehicle charging points for service vehicles. Harrow Council buses are currently Euro V and Euro VI diesel but the borough will have a full fleet of Euro VI diesel vehicles by early 2019. Refuse vehicles are Euro V but the borough will have a full fleet of Euro VI vehicles by early 2019. Tipper and pool cars are planned to switch to a combination of diesel and electric vehicles by 2020. The new depot is scheduled to be complete by 2020.

2.5.87 Potential flooding in the borough is being addressed through a variety of measures. These include using the planning process to ensure surface water from developments is restricted; creating flood storage areas; silt and vegetation management on watercourses; maintaining kerbside gullies and improving and maintaining flood defence structures along Harrow's water courses.

- 2.5.88 For new developments, the discharge rate is restricted to the Greenfield run off rate. This is achieved through a combination of various Sustainable Drainage System (SuDS) features which include green roofs, balancing ponds, rain gardens, swales and attenuation tanks.
- 2.5.89 The borough actively creates surface flood storage areas and river restoration in parks and open spaces. In addition to flood protection these also improve water quality; and by creating new and varied habitat also increase biodiversity. This also improves resilience to climate change by reducing flooding. These projects improve public amenity, provide educational opportunities and encourage public engagement and volunteering.
- 2.5.90 The borough has a kerbside gully cleansing programme which is targeted to ensure cleansing frequencies are appropriate for each road. Watercourse trash screens are categorised into weekly, monthly or quarterly cleansing regimes.
- 2.5.91 Lighting across the borough is being improved by a change to LED lighting. This will ensure that the levels of lighting wherever needed are brought up to the necessary standards. The levels of lighting will be further enhanced by the use of higher output units in locations such as major junctions and crossing points. This will also drive a reduction in the volume of energy consumed to ensure that the borough works to meet the Government's and the Mayor's green agenda. The change to LED lighting is being based upon changing the oldest stock first. For the oldest stock, this includes changing the entire lighting installation.
- 2.5.92 Trees in the borough provide a range of environmental, economic and social benefits to Harrow residents. On a practical level trees help to mitigate and adapt to climate change and improve air quality. Trees are good for the environment as they absorb carbon dioxide as they grow and the carbon that they store in their wood helps slow the rate of global warming. Trees also help prevent flooding and soil erosion, absorbing thousands of litres of stormwater.
- 2.5.93 The residents of Harrow are fortunate to have a significant amount of mature tree cover across many parts of the Borough. Trees are also particularly good for the physical and psychological wellbeing of all those who visit areas where they grow. The borough aims to undertake to annually plant more trees than are removed. To ensure that Harrow benefits from additional trees, the borough will do the following:
- Increase the amount and variety of trees and plants across the borough's open spaces and within streetscapes
 - Seek opportunities for new tree planting in the Opportunity Area
- 2.5.94 Harrow is concerned about the impact of new heavier buses on the Harrow road network. Newer heavier buses have a detrimental impact on the road network and the frequency that roads need to be repaired. Despite the new buses being

'greener', they have a local environmental impact in terms of road material replacement frequency and requirements. In addition, Harrow is not always informed in advance about bus frequency changes or bus model changes.

2.5.95 Delivering a high quality public realm increases the attractiveness of the streets, supports local shops and businesses and can enhance personal safety. Cleaner and greener environments are also crucial to enabling healthier communities.

2.5.96 To improve local air quality, reduce traffic noise and encourage the use of more environmentally friendly vehicles, the borough will do the following:

- Continue to support the Harrow town centre neighbourhood of the future and deliver new NOFs across the borough
- Provide reduced cost residential and other relevant parking permits for appropriate greener vehicles
- Provide additional public electric charging points at key locations and consider the provision of rapid charging points to assist taxis, freight vehicles and car clubs
- Review the viability of introducing a revised parking permit structure based on vehicle emissions
- Encourage the use of cleaner and more environmentally friendly vehicles through prioritising specific facilities for parking of "greener" vehicles at all council owned car parks where practicable e.g. providing specific locations for parking by providing charging points for electric vehicles
- Request all providers or users of Council transport fleets to consider how they can move towards the use of less polluting vehicles
- Work with schools to identify local air quality issues surrounding schools and where appropriate access the Mayor's Air Quality Fund to provide appropriate solutions and raise awareness of the issue
- Use new polymer modified materials with EME material (Enrobé a Module Élevé) a derivative for use on bus stops where there is heavy static loading and low speed heavy movements for road surfacing to reduce noise, increase durability and increase the roads lifespan. New materials and better road conditions can reduce noise by up to 20%
- Maximise procurement opportunities for Small and medium-sized enterprises (SMEs) and local suppliers to minimise supply chain journeys
- Work with schools and police with regard to issues of traffic noise pollution, particularly from motorcycles

2.5.97 To enable Harrow to deliver a cleaner and greener environment, Harrow will do the following:

- Improve the environment for pedestrians and cyclists in the whole borough and particularly within the Harrow Opportunity Area

- In all new neighbourhood schemes the borough will consider the Healthy Streets checklist
- Ensure that all schemes implemented follow the Harrow public realm design guides ensuring best practice for materials, reducing street clutter and conserving the local environment
- Improve on the condition of Harrow roads by continuing to prioritise road maintenance in Harrow's capital and revenue budgets in line with best practice asset management principles
- Ensure all projects consider their air quality and noise impact and that where possible mitigation is introduced to minimise adverse impacts
- In all liveable neighbourhoods schemes the borough will consider planting and street greening to provide shade and shelter and to create a more attractive environment, the potential reallocation of road space to benefit sustainable transport, as well as road traffic restrictions and the possible introduction of play streets
- Ensure that all new public realm improvements and neighbourhood schemes consider their impact on heritage assets and their setting alongside the local archaeological potential as well as designated and non-designated assets
- Improve pedestrian and cycle wayfinding across the borough and work with TfL to expand Legible London in Harrow
- Raise awareness among residents about the planning requirements around paving over front gardens and opportunities to use permeable surfacing
- Support the introduction of rapid electric charging facilities for freight, taxis and car club vehicles to enable the introduction of Zero Emission Capable (ZEC) taxis
- Use the planning process to ensure that the discharge rate for new development is restricted to the Greenfield run off rate using various SUDS measures
- In addition to flood protection, create surface flood storage areas in parks and open spaces to improve water quality and increase biodiversity
- For all new schemes, review opportunities to introduce rain gardens, additional trees and protect existing grass verges to increase local biodiversity. Wherever practicable grass verge areas will be introduced and extended to ensure that the maximum amount of water will be contained within the highway area to percolate through to the sub-soil, rather than in to the local sewer system

Borough Objectives

2.5.98 The key borough objectives to deliver Outcome 4 are as follows:

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality

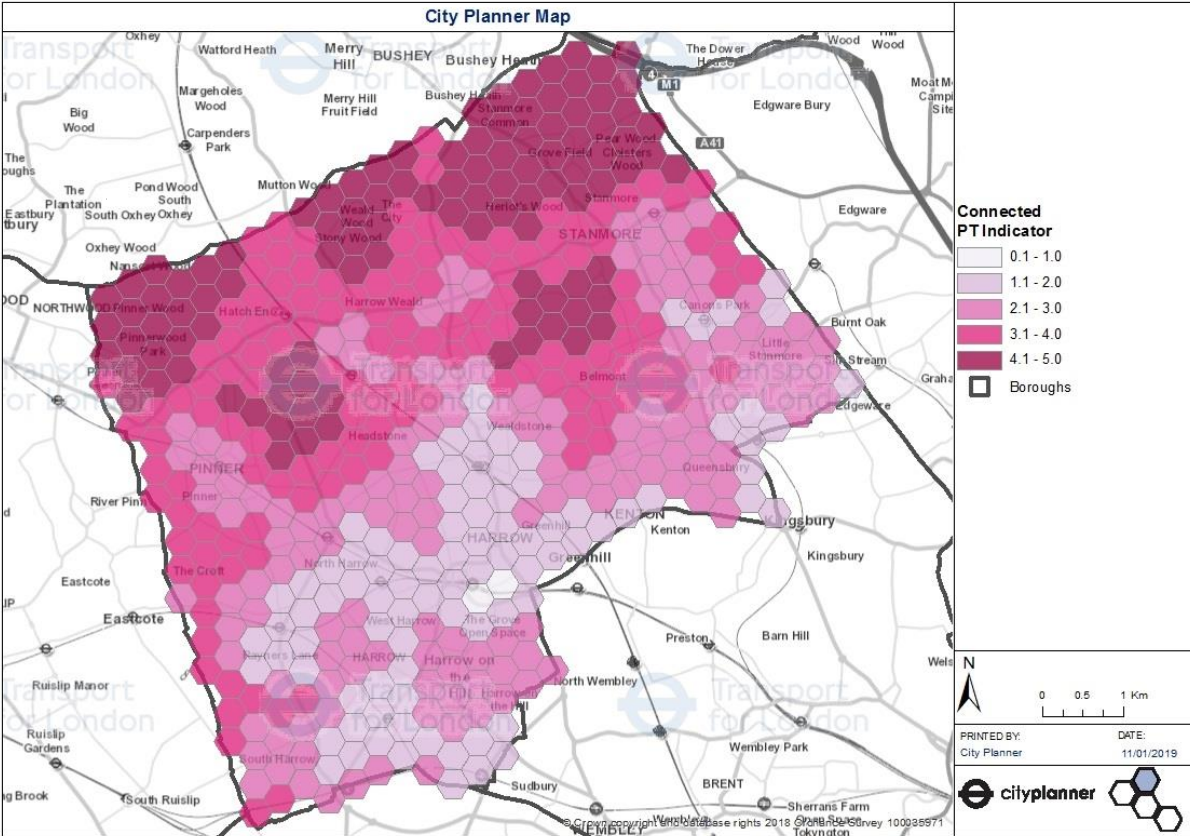
3. Increase the number of people cycling in the borough in order to improve public health, improve air quality, reduce congestion and to reduce the impact of climate change
5. Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.
6. Encourage the uptake of ultra-low emission vehicles instead of fossil fuel powered vehicles through the use of promotional activities, increased Ultra Low emission zones, neighbourhoods of the future, and greater availability of electric charging facilities, thereby improving air quality, reducing traffic noise and reducing CO₂ emissions throughout the borough
9. Ensure that the vitality of all town centres are supported through good transport links prioritising sustainable modes of transport
11. Prioritise sustainable travel improvements for all new developments to support population growth and housing needs identified in the London Plan and local development framework

Outcome 5: The public transport network will meet the needs of a growing London

Challenges and opportunities

- 2.5.99 Harrow's population is growing and the demographic of residents is changing. Households are getting smaller, life expectancy is anticipated to increase, and technological advances are changing the way people live, travel and work. Harrow residents enjoy good life expectancy (82.7 years for men and 86.1 years for women) resulting in a disproportionately high increase in the proportion of older residents and adults living alone. It is expected that the number of residents aged 65 plus will increase by 42% and those aged 85 plus could increase by 62% by 2029.
- 2.5.100 A lack of good transport options can be a significant barrier to social inclusion and independence. Because older people are more dependent on public transport, they suffer more than most from poor public transport and a badly maintained transport infrastructure. The Borough will also see a growth in the under 15 age group (9.8%) which will also need to be considered regarding their future transport needs.
- 2.5.101 Figure 31 shows the City Planner summary for connected public transport in the borough. This is the combination of scored Average PTAL 2015, Jobs accessible in a 45 min journey 2011 (Jobs 2011 PT 2011), Population accessible in a 45 min journey 2011 (Popn. 2011 PT 2011) and Households accessible in a 45 min journey 2011 (HH2011, PT 2011). The areas showing the highest scores in this map are primarily the green areas in the borough with very low population levels. Therefore many of the areas just below the Harrow green areas and showing a connectivity PT indicator of 3.1 are also a priority to be addressed.

Figure 30: City Planner connected public transport summary



2.5.102 Night time public transport is important to support London’s growing night time economy and also to support those working at night. Harrow currently benefits from a 24 hour 7 days a week service on the 140, N98 and N18 bus services but a 24 hour service at weekends only on the 183 and 114 service. This means that places like Kenton, North Harrow and Pinner in the northern and western part of the borough only have a night time bus service on the weekends (to match the night tube service). However, rest of the week they neither have night tube nor night bus service. Harrow will work with TfL to improve the frequency and reliability of weekend and late night public transport services to and from Central London.

2.5.103 Although many older residents in the borough remain independent, there is undoubtedly a need to ensure that the public realm is both welcoming and accessible to meet their needs and the needs of all those who face similar obstacles. To address these issues, Harrow will do the following:

- Work with TfL to improve the penetration and expansion of local bus services into every local neighbourhood area – either by extending existing routes or, where necessary, by promoting new routes – this will be subject to the evaluation of the local impact of any additional bus services
- Persuade TfL to concentrate on continuing to improve public transport service reliability ensuring improved radial and orbital services

- Work with TfL to improve bus service reliability and to improve orbital bus links between the town centres and major employment locations and to other key destinations within Harrow and neighbouring boroughs
- Review cycle parking at stations, particularly at Wealdstone, Harrow on the Hill, Stanmore and Rayners Lane stations and work towards cycling provision meeting likely demand at these stations and further afield
- Work towards introducing a fully integrated, accessible bus and underground station at Harrow on the Hill
- Consider the provision of additional seating in all new schemes to benefit the needs of those with mobility difficulties, giving particular consideration to road side seating in areas beyond the town centres which would enable many people to take short walking trips outside their own homes
- In partnership with public transport service providers and regulators, seek to ensure that all stations and bus stop locations in the borough are progressively improved with the intention of developing at access points, a fully wheelchair-accessible boarding / alighting points, as a basis for supporting a network of fully wheelchair-accessible scheduled bus services
- Improve transport connectivity within the Opportunity Area between Harrow Town Centre and Wealdstone including the provision of in station cycle parking
- Work with the key regulators and providers of rail, Underground and bus services within the borough to progressively improve the network in terms of capacity and reliability
- Build on existing liaison arrangements with those parties responsible for regulating and operating public transport services in the borough – issues discussed will include concerns of public transport users with both TfL bus and all rail operators and will include bus driving standards, bus emissions, driver behaviour, bikes on buses and trains, as well as general service provision
- Seek to secure a fully integrated approach to the provision and operation of public transport services within Harrow, including:
 - Improving the ease and convenience of approach routes to service access points, and the quality and clarity of the access signing
 - Taking account of the specific needs of people with impaired sight or impaired mobility
 - Improved taxi facilities at rail and underground stations
- Support the extension of additional taxi rank operational hours where this supports late travel such as the night time running of the Jubilee Line
- Work with TfL to improve the frequency and reliability of weekend and late night public transport services to/from Central London
- Ensure that road markings to better enable bus priority enforcement are prioritised in all schemes

Borough Objectives

2.5.104 The key borough objectives to deliver Outcome 5 are as follows:

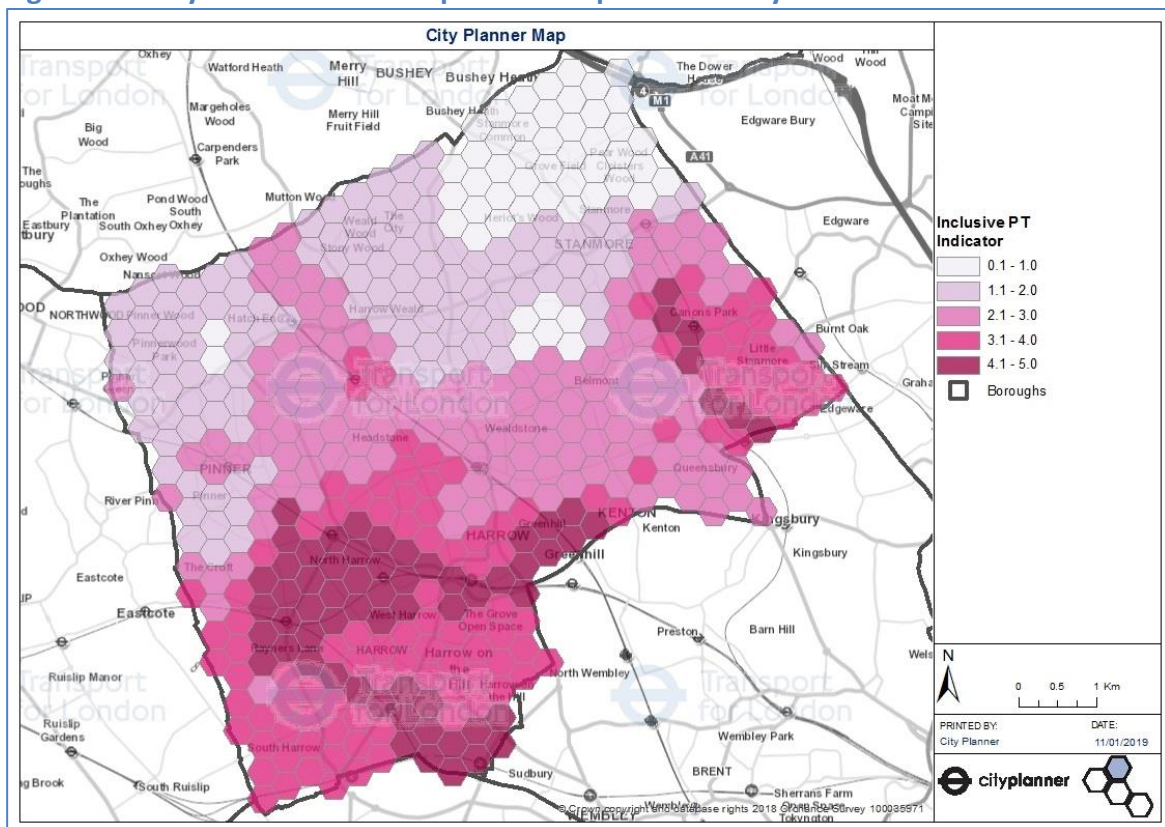
5. Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.
6. Support improved orbital transport links across the borough and between outer London centres to provide wider access to employment opportunities and to enable journeys currently made by car to be made by sustainable forms of transport and thereby improve the environment
8. Improve transport connectivity throughout the Harrow and Wealdstone Opportunity Area and particularly between Harrow-on-the-Hill station/ Harrow bus station and Harrow & Wealdstone station
9. Ensure that the vitality of all town centres are supported through good transport links prioritising sustainable modes of transport
11. Prioritise sustainable travel improvements for all new developments to support population growth and housing needs identified in the London Plan and local development framework
12. Prioritise the transport needs of the Harrow and Wealdstone Opportunity Area

Outcome 6: Public transport will be safe, affordable and accessible to all

Challenges and opportunities

- 2.5.105 For many years, Harrow has been lobbying for improved accessibility at Harrow on the Hill station. Step free access is now being introduced at the station and is scheduled to be completed by 2020. This is a major victory for accessibility in Harrow town centre. Further underground accessibility improvements are required at Stanmore, Rayners Lane and Canons Park stations. Stanmore station has some accessibility through the car park but it is far from adequate.
- 2.5.106 Harrow was one of the first boroughs in London to introduce an audit of bus stop accessibility and has continued to progress with improving accessibility levels. 99% of bus stops in the borough are now accessible.
- 2.5.107 Figure 31 shows the City Planner summary of inclusive public transport in the borough. This shows the combination of scored Average travel time 2015 step free vs. not step free % diff, Jobs accessible 2015 step free vs. not step free % diff and Population accessible 2015 step free vs. not step free % diff. The poor accessibility of Harrow on the Hill station heavily influences this map. Many of the areas shown with a low score have very poor public transport. There is little difference in journey times between no public transport and no accessible public transport.

Figure 31: City Planner inclusive public transport summary



2.5.108 To support those with mobility difficulties, Harrow Council provides the Freedom Passes, Blue Badges and Taxicards enabling concessionary transport services for eligible residents. Freedom Passes allow free travel in the Greater London area on buses, tube, national rail (London network), DLR and Tramlink, for older and disabled people who reside in the borough. They also allow free bus travel on local bus services anywhere in England. The Blue Badge scheme gives free and dedicated parking close to amenities for drivers and passengers with mobility related disabilities, or who are blind. Taxicards are made available to those with serious difficulties with walking (including breathing problems and sight loss) to travel in taxis at reduced rates.

2.5.109 Harrow Community Transport provides community transport services for those in Harrow with mobility needs. Their service is provided to local community and voluntary groups in the borough. They are charity funded through donations and deliver essential services in both the London boroughs of Harrow and Brent. They also provide Group Transport, Individual Transport, Community Car Service (CCS), Driver Training - MiDAS (Minibus Driver Awareness Scheme), Technical Advice / Vehicle Management and Contract Services.

2.5.110 To support those with mobility difficulties in Harrow and to improve the safety and accessibility of travelling in Harrow, the borough will do the following:

- Adopt a Vision Zero approach towards eliminating all road deaths and serious injuries by 2041
- In the development of parking schemes, the council will ensure convenient car parking for people with disabilities is considered
- Ensure adequate provision of blue badge parking is available in all town centres
- In partnership with public transport service providers and regulators, seek to ensure that all stations and bus stop locations in the borough are progressively improved with the intention of developing at access points, a fully wheelchair-accessible boarding / alighting points, as a basis for supporting a network of fully wheelchair-accessible scheduled bus services
- Work towards introducing a fully integrated, accessible bus and underground station at Harrow on the Hill
- Petition TfL to improve the accessibility of all stations in the borough where there is no disabled access
- Seek to ensure that all stations and bus stop locations in the borough are progressively improved as a basis for supporting a network of fully wheelchair-accessible scheduled bus services
- Liaise with the Public Carriage Office regarding improving the accessibility of taxi ranks in the borough

- Continue to support the expansion of the Harrow Shopmobility services and their opening hours
- Work with schools to promote travel training for children and young people with learning difficulties
- Work with Harrow Association of Disabled People and other disability organisations to address a range of accessibility issues

Borough Objectives

2.5.111 The key borough objectives to deliver Outcome 6 are as follows:

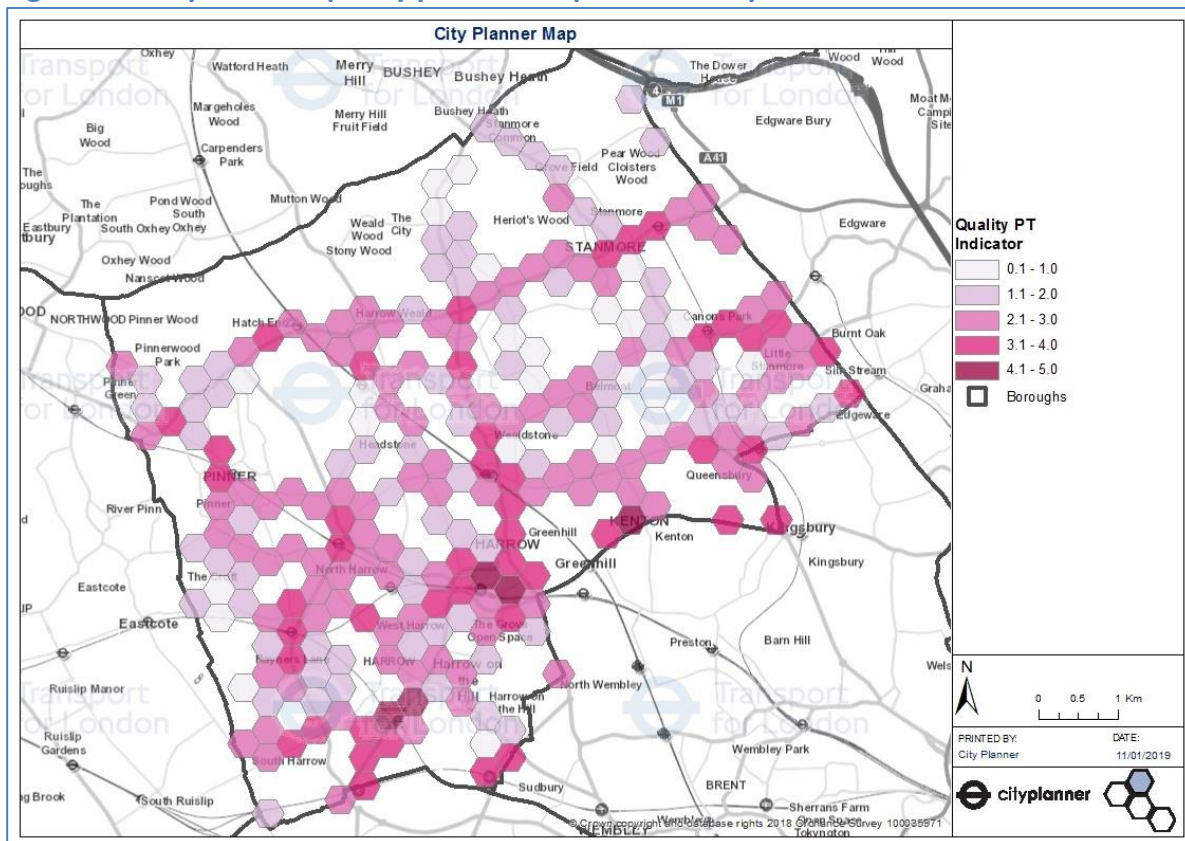
2. Adopt a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041 and focus on reducing the number of motorcycle casualties across the borough
10. Improve public transport accessibility, support the expansion of bus and rail services throughout Harrow and in particular, support increased bus priority to deliver a more reliable, faster and more accessible public transport experience

Outcome 7: Journeys by public transport will be pleasant, fast and reliable

Challenges and opportunities

- 2.5.112 Harrow will continue to liaise with TfL and public transport operators and user groups through its regular public transport liaison group meetings. Harrow works through the public transport liaison group to review and improve standards to improve the attractiveness of bus travel in the borough.
- 2.5.113 Harrow liaises with TfL about the transport needs of the borough but has limited influence over the services that actually run. As TfL faces significant funding restrictions, the borough is concerned that this might result in cuts to local bus services in terms of bus routes and bus frequency. If this were to happen, then overcrowding would become a greater issue and the necessary public transport support for new growth areas would not be provided. In addition, the new orbital bus services needed in Outer London would not be delivered.
- 2.5.114 Figure 32 shows the City Planner quality public transport summary. This shows the combination of scored Bus oyster boardings (15/16), Bus scheduled km (AM 11/11/2016) and Bus speed change % (AM 14/15-16/17). The areas with the highest boardings are most severely impacted by speed changes.

Figure 32: City Planner quality public transport summary



2.5.115 The reliability of bus routes can be improved by good design, better managed roadworks and well managed kerbside space through appropriate parking regulations. Introducing appropriate bus priority including additional bus lanes, bus gates, introducing signal reviews, changes to bus lane operational hours and accessible bus stops can all improve the reliability of the bus service. In addition, the importance and reliability of the bus service is always considered in managing the road network in the borough. Enforcement of road traffic, parking and waiting regulations need to be considered in the interests of improving bus priority and where possible engineering solutions need to be used to minimise the need for any additional enforcement.

2.5.116 To support buses and taxis to provide a pleasant, fast and reliable service, Harrow will do the following:

- Deploy full range of available bus priority measures ensuring that measures are designed to reduce problems for all modes
- Work with TfL to prioritise available resources to provide the road space and traffic regulatory / management infrastructure to support development of the bus services as well as additional bus services
- Seek to work with public transport providers and regulators to ensure that engineering works and service closures are coordinated to minimise passenger inconvenience
- Enforce all road traffic, parking and waiting regulations in the interests of improving bus priority. Where possible engineering solutions will be used to minimise the need for additional enforcement.
- Work in partnership with public transport service providers and regulators to seek to ensure that all stations and bus stop locations in the borough are progressively improved to offer a safe, secure and passenger-friendly environment and appropriate 'state-of-the-art' passenger interchanges, including adequate and secure cycle parking facilities
- Seek to ensure that all stations and bus stop locations in the borough are progressively improved as a basis for supporting a network of fully wheelchair-accessible scheduled bus services
- Liaise with the Public Carriage Office regarding improving the accessibility of taxi ranks in the borough
- Support improved orbital transport links across the borough and between outer London centres to provide wider access to employment opportunities and to enable journeys currently made by car to be made by sustainable forms of transport and thereby improve the environment
- Work with TfL and bus operators to ensure adequate off-highway facilities are available for the storage and maintenance of buses at appropriate locations and to ensure that bus stands are appropriately located

Borough Objectives

2.5.117 The key borough objectives to deliver Outcome 7 are as follows:

10. Improve public transport accessibility, support the expansion of bus and rail services throughout Harrow and in particular, support increased bus priority to deliver a more reliable faster and more accessible public transport experience
13. Keep the transport network in good condition and serviceable to encourage the use of sustainable transport modes

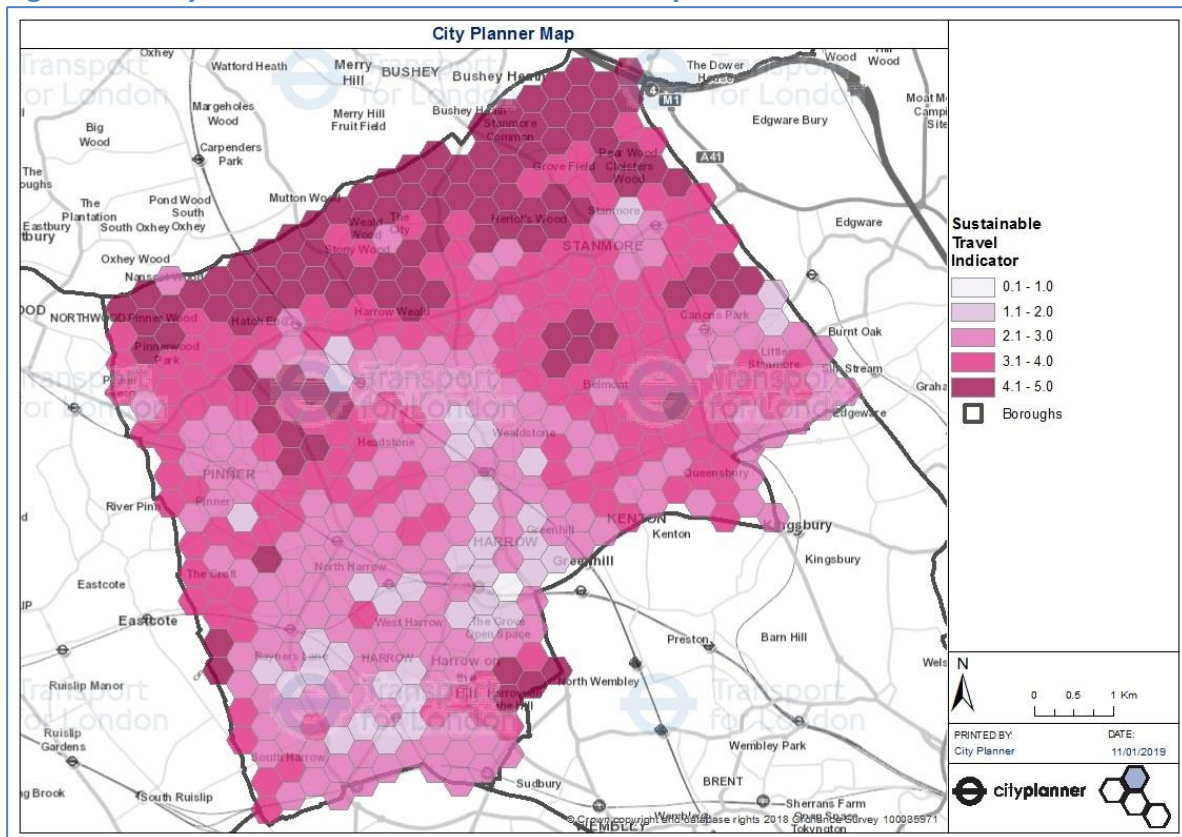
Outcome 8: Active, efficient and sustainable travel will be the best option in new developments

Challenges and opportunities

2.5.118 The London Plan parking standards are used to drive down car ownership in the borough and to increase cycle parking facilities. The standards ensure that new developments of various types contain high levels of access to cycle parking. Harrow will be developing a new transport Supplementary Planning Document (SPD) to support the Local Plan and to better explain and enable the borough to enforce the need for reduced car ownership through the planning process. The SPD is likely to include threshold information on parking requirements for residential and non-residential developments, details on travel plan requirements and travel plan bonds, cycle storage and parking as well as specific information on assessing restaurants and takeaways and the development of residential garages.

2.5.119 Figure 33 shows the City Planner sustainable travel summary. This is the combination of scored Car/van accessibility per household (ONS Census 2011), Modelled car/taxi flow (AM 2012) and Average PTAI 2015. The areas showing the highest scores in this map are primarily the green areas in the borough with very low population levels.

Figure 33: City Planner sustainable travel summary



2.5.120 The Harrow and Wealdstone Opportunity Area in the centre of the borough will be the focus for borough regeneration, providing for a significant portion of new development and include much of the borough growth in population, housing and employment within the borough. An Area Action Plan for the Opportunity Area has been developed and to support this growth, the area will need to be the focus of many new transport initiatives in the borough. Other areas of growth across the borough will be directed to town centres where additional transport needs will also be considered.

2.5.121 Harrow has developed high quality town centre design standards and also a materials pallet that are being used for the Harrow and Wealdstone Opportunity Area. These higher standards will be rolled out to other areas where regeneration occurs.

2.5.122 To ensure that growth in Harrow is sustainable, Harrow will do the following:

- Promote growth in areas of greatest public transport to encourage residual travel by public transport, walking and cycling
- Consider the improvement of local access by walking, public transport, motorcycling and cycling as a core element in future regeneration programmes for local centres and employment areas
- Promote mixed use development in growth locations to reduce the need to use a vehicle for trips between residential, retail, leisure and employment areas
- Consider the improvement of local access by walking, public transport, motorcycling and cycling as a core element in future regeneration programmes for local centres and employment areas
- Seek to ensure that new facilities to reduce car dependency e.g. real time public transport information and shopping lockers are placed in shopping centres
- Work with the Mayor, the GLA and the Government to pursue the progressive removal / control of “free” parking – through planning agreements (new development), through voluntary initiatives (retail partnerships) or by extending the principle of charging for car parking spaces
- Where accessibility by non-car modes is particularly good or can be made so, the council will actively seek to secure lower levels of car parking provision or even zero provision in developments, and require the completion of a binding agreement to introduce residential permit restrictions on the developments to limit the increase in car use and ensure that any measures necessary to improve accessibility by non-car modes are secured
- For new larger developments, use travel plan bonds, for failure to meet performance of agreed travel plans and secure Developer funding to pay to monitor the travel plans; monitoring will continue for at least five years following development completion
- In preparing Transport Assessments and Transport Statements to demonstrate sufficient/appropriate levels of car parking provision for locations outside of high

PTAL areas, trip generation data should be assessed alongside Census travel to work and car ownership data for the relevant ward or Middle Super Output Layer (Office for National Statistics)

- When considering housing developments the council will encourage developers to explore the potential for schemes to provide access to cars without individual ownership, possibly linked to inducements to use other modes
- Ensure convenient access for walking, cycling and public transport be required in the design and layout of new development
- Ensure that walking permeability (a multiplicity of routes to give easy accessibility to, from and within a site) is assessed and prioritised for all new residential or business developments
- Secure deliverable Travel Plans for major trip generating development
- Promote the use of travel plans for all educational establishments, hospitals and other places of work and where appropriate work with organisations to improve site specific travel plans
- Use its powers as local planning authority to make planning permission for future development conditional upon the availability of an appropriate level of pedal cycle parking and facilities such as showers and lockers and encourage provision of “cycle pools”
- Use the planning process on major planning applications for larger developments to require a Construction Logistics Plan that reduces the environmental impact through the use of lower vehicle emissions and reduced noise levels; improves the safety of road users; reduces vehicle trips particularly in peak periods and encourages efficient working practices
- Use Section 106 Planning Agreements to secure developer contributions towards the costs of meeting and ameliorating the travel demand generated by development through improvement to public transport, walking and cycling, installing parking controls and, where necessary, creating regulated and controlled public car-parks
- In considering planning applications for non-residential development the council will have regard to the specific characteristics of the development including provision made for:
 - Operational parking and servicing needs
 - Convenient car-parking for people with disabilities
 - Car parking related to shift and unsociable hours working
 - Convenient and secure parking for bicycles
 - Needs of parking for motorcyclists
- For new residential developments, parking permits will be restricted for all developments in areas of PTAL 5/6. Permits may also be restricted in new residential developments in areas of lower PTAL rates at the discretion of Harrow Highway’s Service. This will not apply to residents with blue badges.

Borough Objectives

2.5.123 The key borough objectives to deliver Outcome 8 are as follows:

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality
3. Increase the number of people cycling in the borough in order to improve public health, improve air quality, reduce congestion and to reduce the impact of climate change
5. Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.
11. Prioritise sustainable travel improvements for all new developments to support population growth and housing needs identified in the London Plan and local development framework

Outcome 9: Transport investment will unlock the delivery of new homes and jobs'

Challenges and opportunities

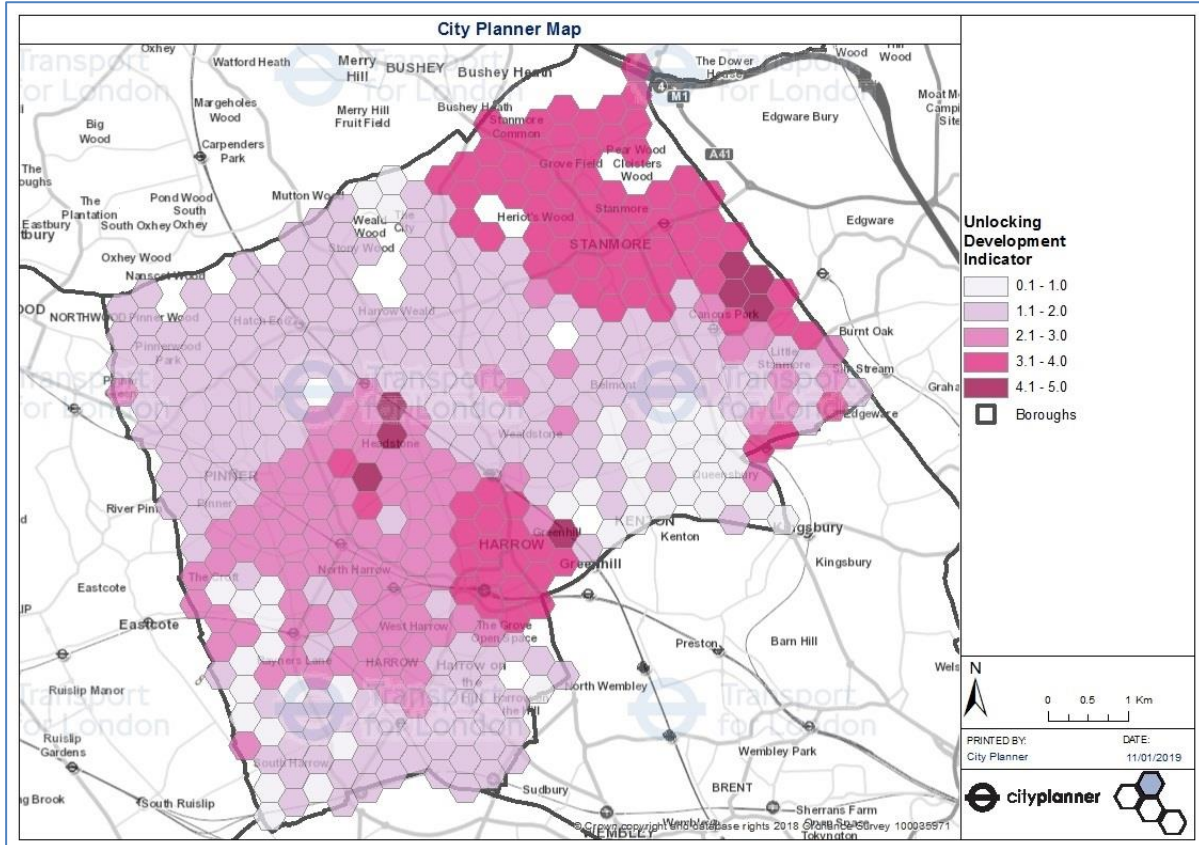
2.5.124 London faces significant projected population growth (70,000 every year), reaching 10.5 million in 2041. This means that just to meet demand, at least 66,000¹² new homes need to be built in London every single year. In Harrow, the borough needs to build 13,920 new homes by 2028/29.

2.5.125 The borough needs to deliver new homes and jobs to meet the forecast growth in population. To deliver new housing and regeneration in Harrow, the borough will continue to work with TfL to pursue opportunities for mixed-use development and redevelopment in and around rail and bus stations. Harrow is already working in partnership with TfL reviewing TfL landholdings to improve efficiency use and identifying development opportunities around Harrow on the Hill station. In addition, the borough will seek contributions from developers through Section 106 agreements and using the Community Infrastructure Levy (CIL) for bus and cycle infrastructure improvements that will help support this growth.

2.5.126 Figure 34 shows the City Planner unlocking development summary. This is the combination of scored Population change 2011 to 2041 (LTS v7.1) and Employment change 2011 to 2041 (LTS v7.1). This data is in line with the information provided in Figure 35 which shows the planned growth in the borough.

¹² Draft London Plan, 2017

Figure 34: City Planner unlocking development summary

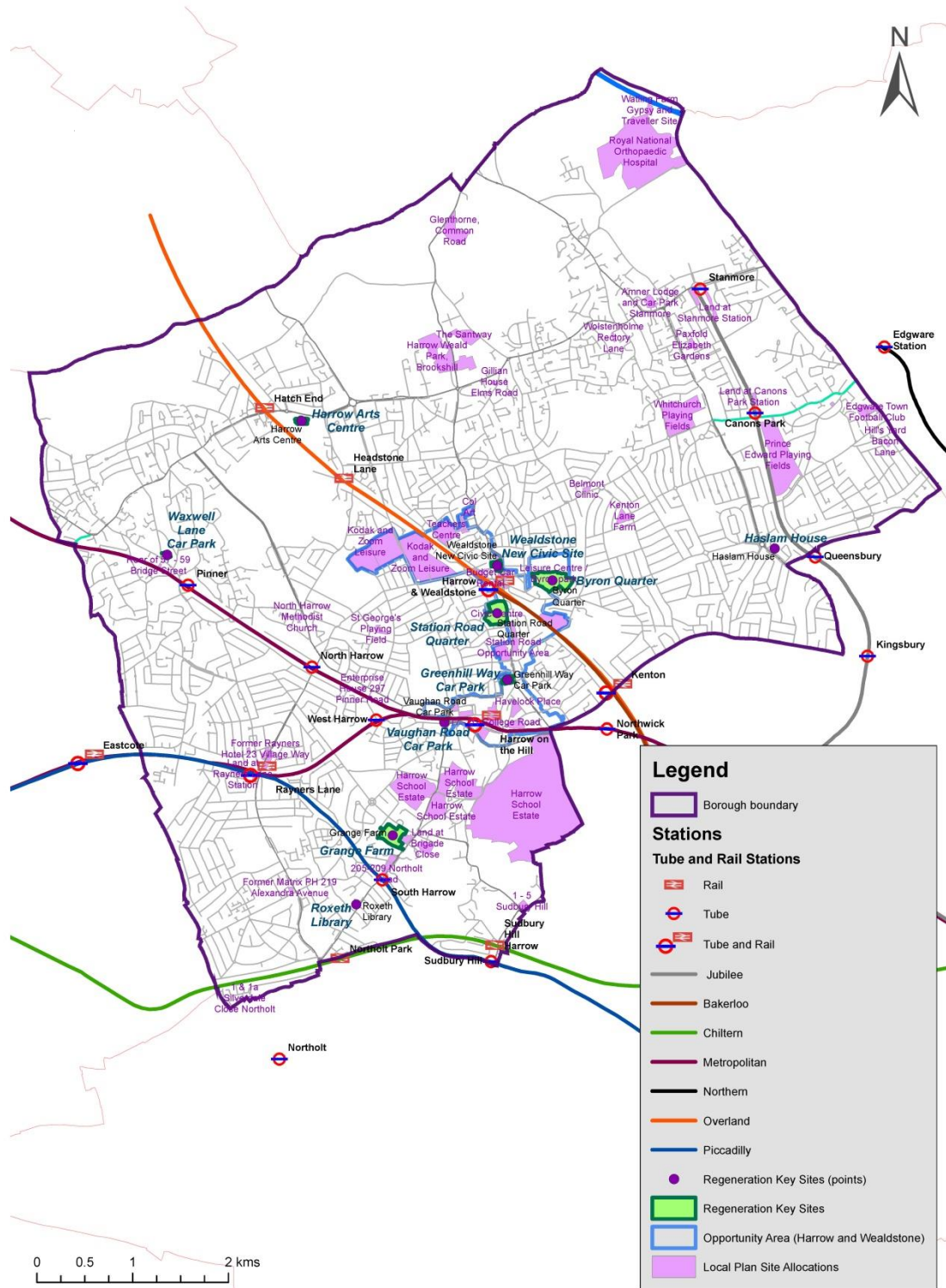


2.5.127 Bus routes throughout the borough may need to be extended to ensure that the growth in population doesn't result in a disproportionate and unsustainable growth in car use. Good bus services as well as walking and cycling facilities are all vital to unlocking the delivery of new homes and jobs in the borough. Where cars are needed, there needs to be a move to more sustainable vehicle choices supported through increased provision of electric charging facilities. This will all be assisted through the delivery of more liveable neighbourhoods and neighbourhoods of the future. Additional cycle routes and cycle parking at public transport interchanges and other key locations will also be needed to support planned growth.

2.5.128 Harrow supports the development of the West London orbital line. However the proposed route is unlikely to have a considerable impact on travel in the borough. The borough needs improved orbital links to increase access to employment opportunities. Harrow does have an excellent bus link to Heathrow airport. Bus route 140 offers a direct and high frequency service taking 75-100 minutes to reach the airport. The borough will work with TfL to assess suggested service improvements.

2.5.129 Figure 35 shows the planned growth areas in the borough.

Figure 35: Growth areas in Harrow



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2.5.130 To support the delivery of new homes and jobs, Harrow will do the following:

- Support improved orbital transport links across the borough and between outer London centres to provide wider access to employment opportunities and to enable journeys currently made by car to be made by sustainable forms of transport and thereby improve the environment
- Work with TfL to assess suggested service improvements for the Heathrow bus link route 140 as well as any additional routes needed to support the proposed Heathrow expansion
- Review cycle parking at stations, particularly at Harrow on the Hill, Wealdstone, Stanmore and Rayners Lane stations and work towards cycling provision meeting likely demand at these stations and further afield
- Provide additional cycle parking in schools, review and increase the level of safe and secure cycle parking available across the borough
- Ensure the progressive delivery and maintenance of a high quality of cycle route provision, consistent with London Cycling Design Standards, as well as clear continuity and consistency in design; and ensure that, wherever practicable, provision is designed and implemented to cater for tricycles and bikes with trailers
- Publish and distribute cycling leaflets and maps in areas of the borough identifying the locations of designated cycle routes, cycle parking facilities, barriers to use and main road crossings
- Maximise training, apprenticeship and employment opportunities on all schemes to ensure residents benefit from the economic opportunities generated by transport infrastructure programmes and journey to work times are reduced

Borough Objectives

2.5.131 The key borough objectives to deliver Outcome 9 are as follows:

7. Support improved orbital transport links across the borough and between outer London centres to provide wider access to employment opportunities and to enable journeys currently made by car to be made by sustainable forms of transport and thereby improve the environment
11. Prioritise sustainable travel improvements for all new developments to support population growth and housing needs identified in the London Plan and local development framework
12. Prioritise the transport needs of the Harrow and Wealdstone Opportunity Area
13. Keep the transport network in good condition and serviceable to encourage the use of sustainable transport modes

2.6 Other Mayoral Strategies

2.6.1 The following Mayoral strategies were all considered in developing Harrow's Transport Local Implementation Plan:

- The Mayor's Transport Strategy, 2018
- Mayor's Transport Strategy – Local Implementation Plan guidance, 2018
- Draft London Plan, Spatial Development Strategy for Greater London, 2017
- London Environment Strategy, 2018
- Economic Development Strategy, 2017-18
- Vision Zero for London, 2017
- Healthy Streets for London, 2017
- Better Environment, Better Health, 2013
- Mayor's Climate Change Adaption Strategy, Managing risks and increasing resilience, 2011

2.6.2 The first three of these documents have been the key influences on developing the Harrow LIP3.

2.6.3

2.6.4 Table 4 shows the key influences from these documents.

Table 4: Key document influences on LIP3

Strategy	Key input into LIP3	Sections of LIP3 most influenced
The Mayor's Transport Strategy And Local Implementation Plan guidance	Driving force for all content – also an excellent source of background data and reasoning for policies	Development of all borough objectives Development of policy to deliver Mayoral outcomes
Draft London Plan, Spatial Development Strategy for Greater London	Integration of land use and transport Link between development and healthy streets indicators Car and cycle parking standards for development	Development of borough objectives Development of borough growth and parking policies
London Environment Strategy	Air quality, noise, biodiversity and climate change data and policies	Development of borough objectives Details for environment content

2.6.5 The Mayoral policies listed all contain a range of ambitions and targets. Table 5 shows targets included in the documents that are most relevant to LIP3.

Table 5: Key ambitions and targets from Mayoral policy documents

Strategy	Relevant Key Targets / Ambition
<p>The Mayor’s Transport Strategy And Local Implementation Plan guidance</p>	<p><u>Traffic</u> Reduce total London traffic by 10-15 per cent by 2041 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041 By 2041, all Londoners to do at least the 20 minutes of active travel they need to stay healthy each day</p> <p><u>Casualties</u> 2022 – reduce the number of people who are killed or seriously injured by 65 per cent against 2005-09 levels 2030 – reduce the number of people who are killed or seriously injured by 70 per cent against 2010-14 levels 2041 – eliminate all deaths and serious injuries from road collisions from London’s streets 2022 – reduce the number of people who are killed or seriously injured in, or by, London buses by 70 per cent against 2005-09 levels 2030 – reduce the number of people killed in, or by, London buses to zero</p> <p><u>Emissions</u> Make London’s transport network zero emission by 2050 including achieving a health-based target of 10µg/m³ for PM_{2.5} by 2030. All new taxis to be zero emission capable from 2018 and all new Private Hire Vehicles (PHVs) from 2023, all new buses to be zero emission from 2025, all new cars and vans from 2030 and all other vehicles from 2040</p>
<p>Draft London Plan, Spatial Development Strategy for Greater London</p>	<p>10 year targets for net housing completions (2019/20-2028/29) 10 year targets (2019/20 -2028/29) for net housing completions on small sites (below 0.25 hectares in size) Make more than 50 per cent of London green by 2050</p>
<p>London Environment Strategy</p>	<p>Reducing construction traffic by five per cent by 2020, and reducing the number of freight trips during the morning peak by ten per cent by 2026 London to be zero emission city by 2050 Habitat creation targets including targets for species-rich woodland, flower-rich grassland, rivers and streams and for reedbeds Increase the area of London under tree cover by ten per cent by 2050</p>

3. The Delivery Plan

3.1 Introduction

3.1.1 This chapter sets out Harrow's Delivery Plan for achieving the objectives of LIP3. It includes:

- Linkages to Mayor's Transport Strategy priorities
- A list of potential funding sources for the period 2019/20 to 2021/22
- Proposed long-term interventions
- A three year indicative Programme of Investment for period 2019/20 to 2021/22
- A detailed annual programme for 2019/20

3.2 Linkages to the Mayor's Transport Strategy priorities

3.2.1 The Delivery Plan has been developed to align the borough's projects and programmes with the policy framework of the Mayor's Transport Strategy, the overarching mode share aim, each of the nine outcomes, and the relevant policies and proposals. Table 6 shows the linkages between the LIP projects and programmes and the MTS outcomes.

Table 6: Linkages between LIP projects and programmes and the Mayor's Transport Strategy outcomes (ST01)

Project / Programme		MTS mode share	MTS outcomes							
			Improving active, efficient and sustainable mode share	No 1:-Active	No 2:- Safe	No 3:-Efficient	No 4:- Clean & Green	No 5:- Connected	No 6:- Accessible	No 7:- Quality
	Corridors and supporting measures	✓	✓	✓	✓	✓	✓	✓	✓	✓
1	Road Safety Schemes (Vision Zero)	✓	✓	✓	✓	✓				
2	Walking and Cycling Schemes	✓	✓	✓	✓	✓	✓			✓
3	Bus Priority Schemes				✓		✓	✓	✓	✓
4	Freight Management Schemes		✓	✓	✓	✓	✓			
5	Network Performance Schemes				✓	✓	✓		✓	✓
6	Accessibility Schemes		✓	✓		✓		✓	✓	✓
7	Shopmobility		✓	✓						
8	Travel Training		✓	✓	✓			✓	✓	
9	ULEV and Air Quality	✓				✓	✓			✓
10	Active and Sustainable Travel	✓	✓		✓	✓	✓			✓
11	Road Safety Education			✓	✓			✓		
18	Cycle Training	✓	✓	✓	✓	✓	✓	✓		✓
17	Travel Plans	✓	✓	✓	✓	✓				
19	Controlled Parking Zones	✓		✓		✓		✓		✓
	Major schemes	✓	✓	✓	✓	✓	✓	✓		✓
1	Liveable Neighbourhoods	✓	✓	✓	✓	✓	✓			✓

3.3 TfL Business Plan

- 3.3.1 Harrow is unique in London in that none of the Transport for London road network passes through the borough. Consequently, the borough is significantly less impacted than other boroughs by TfL plans.
- 3.3.2 None of the schemes identified by TfL as part of their transformational schemes, major schemes or cycle superhighways are within Harrow or will impact the borough.
- 3.3.3 Land by Harrow on the Hill station in the Harrow and Wealdstone Opportunity Area is being developed working in partnership with TfL to bring forward additional housing.

3.4 Sources of funding

- 3.4.1 Harrow parking revenue is used to support the Freedom Passes and Taxicard schemes. Harrow capital funds are used to support parking infrastructure management measures including CPZs. This is usually £300k per annum. In 2019/20 and 2020/21, around £500k of Harrow capital has also been used to support principal road maintenance and to address the removal of funding by TfL. It is not yet clear if this will continue into later years.
- 3.4.2 Table 7 identifies potential funding sources for implementation of LIP3, including LIP3 funding allocation from TfL, contributions from the borough's own funds, and funding from other sources.
- 3.4.3 The key source of funding is the borough's LIP allocation which is formula funding based on the following factors: local public transport (buses), safety, congestion, environment and accessibility. Figures provided by TfL indicate that the borough will receive £1,290.7k per annum, however this may change.
- 3.4.4 In addition to the above, the borough hopes to achieve TfL Strategic and Discretionary funding for liveable neighbourhoods, bus priority, road safety, cycle Quietway and MAQF. This funding is dependent on negotiations with TfL and successful bids.
- 3.4.5 The sums available from developers in Harrow via section 106 agreements are likely to be around £100k per annum.
- 3.4.6 Receiving the financial awards from TfL and the discretionary funding awards will make a significant impact on the borough's ability to deliver modal shift.

Table 7: Potential funding for LIP3 delivery (ST02)

Funding source	2019/20 £k	2020/21 £k	2021/22 £k	Total £k
LIP Formula funding				
Corridors & Supporting Measures	1,290.7	1,290.7	1,290.7	3,872.1
GLA funding				
Public Realm Good Growth (Lyon Square)	150	615	0	765
Discretionary funding				
Liveable Neighbourhoods (Wealdstone town centre)	200	2,000	2,000	4,200
Strategic funding				
Bus Priority	100	100	100	300
Road Safety	100	100	100	300
Cycle Quietway	1,500	1,500	0	3,000
MAQF	100	100	100	300
Strategic funding Sub-total	1,800	1,800	300	3,900
Borough funding				
Capital funding (CPZs and Principal Road Maintenance)	800	800	800	2,400
Borough funding Sub-total	800	800	800	2,400
Other sources of funding				
S106	100	100	100	300
Other funding Sub-total	100	100	100	300
Total	£4,341	£6,606	£4,491	£15,437

3.5 Long-Term interventions to 2041

- 3.5.1 Over the longer term, changes to improve Harrow that are needed to achieve significant benefits that will ensure the economic and social vitality of the borough are the delivery of more liveable neighbourhoods. Delivering more liveable neighbourhoods will enable a visible step change in the public realm and also has the potential to deliver significant environmental improvements. The areas chosen to deliver these have predominantly been based on the TfL Strategic Cycling Analysis of potentially switchable trips. These are shown in Table 8 with indicative funding and indicative but uncommitted timescales.
- 3.5.2 All new liveable neighbourhoods would address road safety and personal safety, improve accessibility, traffic calming, address environmental issues including air quality improvements, provide more trees, greenery and electric charging facilities,

deliver shaded shelter, increased places to sit and socialise in the street environment, deliver improvements to the public realm that would encourage walking and cycling and improve the overall accessibility of the area. These will also be key in enabling the borough to deliver the required change to support the Mayor’s aims and priorities.

3.5.3 Introducing liveable neighbourhoods would also enable the borough to include increased localised active travel initiatives to better address health issues such as diabetes and obesity levels.

Table 8: Long-term interventions up to 2041 (ST03)

Project	Approx. date	Indicative cost	Likely funding source	Comments
Harrow and Wealdstone Town Centre Liveable neighbourhood	2020-2025	£5.0M	LB Harrow TfL and developer contribution	To include active travel initiatives as well as liveable neighbourhood improvements (location identified as one where more cycle trips are possible)
Rayners Lane Liveable neighbourhood	2022-2027	£5.0M	LB Harrow TfL and developer contribution	To include active travel initiatives as well as liveable neighbourhood improvements (location identified as one where more cycle trips are possible)
Stanmore Liveable neighbourhood	2024-2029	£5.0M	LB Harrow TfL and developer contribution	To include improvements in accessibility to Stanmore station, active travel initiatives as well as liveable neighbourhood improvements
Edgware Liveable neighbourhood	2026-2031	£5.0M	LB Harrow TfL and developer contribution	To include active travel initiatives as well as liveable neighbourhood improvements (location identified as one where more cycle trips are possible)
South Harrow Liveable neighbourhood	2028-2033	£5.0M	LB Harrow TfL and developer contribution	To include active travel initiatives as well as liveable neighbourhood improvements

3.6 Three-year indicative Programme of Investment

3.6.1 The Three Year indicative Programme of Investment is shown in Table 9.

Table 9: Three-year indicative programme of investment for the period 2019/20-2021/22 (ST04)

London Borough of Harrow TfL BOROUGH FUNDING 2019/20 TO 2021/22	Programme budget		
	Indicative 2019/20	Indicative 2020/21	Indicative 2021/22
Local transport initiatives			
CORRIDOR, NEIGHBOURHOODS & SUPPORTING MEASURES	£k	£k	£k
Road Safety Schemes (Vision Zero)	240	240	240
Walking and Cycling Schemes	300	300	300
Bus Priority Schemes	250	250	250
Freight management schemes	40	40	40
Network performance schemes	40	40	40
Accessibility schemes	35	35	35
Shopmobility	5	5	5
Travel training	20	20	20
ULEV and air quality schemes	60	60	60
Active and sustainable travel	40	40	40
Road Safety Education	40	40	40
Cycle training	65	65	65
Travel plans	105	105	105
Forward programme development	50.7	50.7	50.7
Sub-total	1,290.7	1,290.7	1,290.7
DISCRETIONARY FUNDING	£k	£k	£k
Wealdstone Liveable Neighbourhood	200	2,000	2,000
STRATEGIC FUNDING	£k	£k	£k
Bus Priority	100	100	100
Road Safety	100	100	100
Cycle Quietways	1,500	1,500	0
Mayor's Air Quality Fund	100	100	100
Sub-total	1,800.0	1,800.0	300.0
All TfL borough funding	3,290.7	5,090.7	3,590.7

3.7 Supporting commentary for the three-year programme

- 3.7.1 The three-year programme has been developed by considering the Mayoral and borough priorities, available borough resources and funding and also maximising the potential use of all available funding to maximum benefit. No significant differences are expected between different years in the delivery of the corridors and supporting measures over this time period.
- 3.7.2 Road Safety Schemes (Vision Zero) include accident remedial studies, local road safety schemes, 20mph zone extensions and school travel plan highway schemes. This will address KSI clusters along corridors and at junctions on all street types. In 2019/20, the borough will introduce 20mph zones at the following locations: Clitheroe Avenue area, Rayners Lane - Kingshill Avenue area - Kenton and focus on KSI accidents.
- 3.7.3 Walking and cycling schemes include all walking schemes, all cycling schemes as well as Legible London schemes. Walking schemes will facilitate walking, reduce segregation and improve pedestrian safety. Cycle schemes will implement cycle routes, Quietways and greenways identified in Harrow's cycle strategy to deliver a complete cycle route network. In 19/20 the borough will focus on the development of Heart of Harrow cycle route running north south from Harrow Town Centre - Introduce entry treatment along A409 corridor and investigate Legible London locations.
- 3.7.4 Bus Priority schemes will introduce schemes to improve bus journey times and the overall public transport experience based on route tests and iBus data. In 19/20, schemes to improve bus journey times and the public transport experience will be carried out in North Harrow - Complete Pinner Road / Station Road - road widening scheme and High Road Harrow Weald.
- 3.7.5 Freight management schemes will implement the operational freight strategy and will include works to review weight restriction areas and implement designated freight routes. In 19/20, the borough will work to implement the revised freight strategy, and this will include works to review weight restriction areas and review advisory freight routes. Also the borough will review the existing lorry bans along Kenton Road corridor.
- 3.7.6 Network performance schemes will review areas of the network where journey time reliability issues have been identified and introduce improvement schemes. In 19/20 the borough will develop Queensbury Circle plans and investigate Belmont Circle and London Road corridors.

- 3.7.7 Accessibility improvements will introduce a programme of accessibility improvements including additional disabled persons parking places, pedestrian dropped kerbs and other minor localised improvements.
- 3.7.8 Shopmobility funding will enable increased opening hours for the service for times when volunteers are not available e.g. Saturdays and pre-Christmas.
- 3.7.9 Travel Training funding will be used to support those with learning difficulties to remove barriers to travelling independently on sustainable transport and in particular to support public transport use. The borough will attempt to target two schools per annum for assistance.
- 3.7.10 ULEV and air quality scheme funding will deliver air quality improvements through measures to support use of ULEV vehicles e.g. charging points, introduction of car clubs and smarter driving to reduce environmental impact of private cars. The funding will also be used to support NOFs, anti-idling campaigns, air quality monitoring and education programmes and electric vehicle promotion. In 19/20, this will also support the NOF scheme in Greenhill ward.
- 3.7.11 Active and sustainable travel funding will be used to promote active travel and sustainable transport modes to the general public. This includes developing and promoting travel campaigns and events (e.g. bike week, Dr bike workshops, walking works, smarter travel, dockless bike hire, e-bikes, etc.), providing support for the public and organisations in order to promote walking and cycling initiatives and public transport use, providing information about healthy streets and healthy lifestyles and links to air quality, cycling routes, walking routes, green grid network.
- 3.7.12 Road Safety Education funding will be used for educational initiatives in schools to teach road safety skills and remove barriers to walking, cycling and public transport use. General road safety promotions target all road users particularly driver behaviour and vulnerable road users e.g., powered 2 wheelers, cyclists and pedestrians. This is coordinated with other projects and initiatives where relevant. About 20 schools per annum are visited and all schools would be visited over a three year cycle.
- 3.7.13 Cycle training funds will be used to continue the programme of cycle training offered to all age groups and particularly to school children in the borough. All courses are promoted via the council website and with schools and businesses in the borough. Approximately 1100 - 1200 children are trained to bikeability levels 1 or 2 per annum.
- 3.7.14 Travel plan funds will support the development and implementation of School Travel Plans and STARS schemes and supporting the development of travel plans for businesses and organisations in the borough to increase active travel by sustainable transport modes.

3.7.15 The forward programme development will enable the borough to undertake surveys, feasibility studies and assessments to develop schemes for future years. This will include all street types.

3.7.16 The Wealdstone Liveable Neighbourhood is an opportunity area with extensive growth opportunities set out in its Area Action Plan. The scheme will support growth by providing an enhanced public realm to improve pedestrian and cycling movement and encourage active travel modes. The scheme will also improve capacity for the growth of bus services in the town. The GLA are funding a public square which is complementary to the wider scheme.

3.8 Risks to the delivery of the three-year programme

3.8.1 Table 10 shows the principal risks associated with delivery of the LIP together with possible mitigation actions for the three-year programme. The risk register summarises the strategic risks identified that could impact on the three-year programme of schemes/initiatives.

Table 10: LIP3 Risk Assessment for three-year programme 2019/20-2021/22 (ST05)

Risk	Likelihood			Potential mitigation measures	Impact if not mitigated
	H	M	L		
Financial					
TfL support for long term scheme funding	✓			Some schemes would not be able to proceed if funding not provided. No mitigation available, but Harrow would rebid for funds in later years	Would impact on delivering cycle, walking and air quality targets
Further reduction in TfL funding allocation		✓		Most programmes would still proceed but their delivery would be delayed as less schemes each year would be delivered	May not achieve air quality reductions or road safety targets
Slow development/ growth and therefore reduction in S106 and CIL funding		✓		No mitigation required if no development	N/A
Statutory / Legal					
TfL may not approve LIP3			✓	Would need to renegotiate changes to document	Inability to deliver targets and worsening air quality and accident rates
SEA approval			✓	Would need to reconsult on document and delay programme	Would impact on delivering programme and all targets
Third Party					
Consultation			✓	Individual schemes would need to be redesigned to suit needs of local residents	Could impact on delivering some targets
Public / Political					
Internal funding pressures			✓	Would need TfL to support borough in prioritising LIP3 schemes	Would impact on delivering all targets
Change in political support			✓	Would need to brief new PH and possibly discuss options to suit their agenda	May not achieve air quality reductions or road safety targets
Programme & Delivery					
Results from local consultations could change plans			✓	Would need to redesign selected schemes to address issues raised	Some schemes may not proceed
Approval timetable			✓	Would need to negotiate with TfL a delayed LIP3 submission	Would impact on delivering programme and all targets

3.9 Annual programme of schemes and initiatives

3.9.1 The annual programme of schemes has been completed and submitted to TfL via the Borough Portal and using TfL's Proforma A. The programme of schemes will be updated annually.

3.10 Supporting commentary for the annual programme

3.10.1 The annual programme has been developed by considering the Mayoral and borough priorities, available borough resources and funding and also maximising the potential use of all available funding to maximum benefit.

3.10.2 Air quality, traffic congestion, casualty data and predicted growth have all been used to help develop the annual programme. Information from various user groups has also helped to identify borough issues. Local expertise has been used to prioritise the programme.

3.10.3 Harrow uses a programme entry assessment system to provide a formal framework for assessing all suggestions for projects, schemes or works. This enables the borough to develop a ranking list for each work category type. The work categories used in the programme entry system are based around the MTS and latest LIP. Those cases that satisfy the criteria and meet a set threshold are then used to inform the development of future programmes of investment. This enables the borough to provide better information as to why some schemes are unsuitable and also to provide better timetables for scheme delivery.

3.10.4 The ranking list for each of the specified work categories is regularly updated as and when new assessments are added so that the highest priorities can always be determined. The lists also provide historical data about previous or similar requests to ensure that consistent assessments can be made and to provide evidence to justify the priorities selected. It is very common for similar or repeat requests to be received on a specific issue and making reference to the list helps avoid any duplication and inconsistencies.

3.10.5 The assessment factors for each work category are different and specific to the category. Each programme entry case is assessed against all of the factors for the relevant work category and a judgement made by technical staff about the relative priority and position on the work category ranking list. Planned work categories also have a strategic weighting criteria applied as well as the operational criteria. This allows the strategic fit for planned works to be tested against the LIP policies, objectives and corporate priorities.

3.11 Risk assessment for the annual programme

3.11.1 Table 11 shows the principal risks associated with delivery of LIP3 together with possible mitigation actions for the annual programme and summarises the strategic risks identified that could impact on the annual programme of schemes / initiatives.

Table 11: LIP3 Risk Assessment for annual programme - 2019/20 (ST06)

Risk	Likelihood			Potential mitigation measures	Impact if not mitigated
	H	M	L		
Financial					
Slow development/ growth and therefore reduction in S106 and CIL		✓		No mitigation required if no development	N/A
Statutory / Legal					
Agreeing programme within agreed timetable			✓	Will negotiate a revised data	Some schemes would be delayed
Third Party					
BREXIT	✓			May need to change sourcing of some materials	Non delivery of selected schemes
General election	✓			Would need to delay some schemes due to purdah	No mitigation needed
Consultation			✓	Individual schemes may need to be redesigned to suit needs of local	Could impact on delivering some targets
Public / Political					
Internal funding pressures			✓	Would need TfL to support borough in prioritising LIP3 schemes	Would impact on delivering all targets
Change in political support			✓	Will need to brief new PH and possibly discuss options to suit their agenda	May not achieve air quality reductions or road safety targets
Programme & Delivery					
Results from local consultations could change plans			✓	Will need to redesign selected schemes to address issues raised	Some schemes may not proceed

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3.12 Monitoring the delivery of the outcomes of the Mayor's Transport Strategy

3.12.1 Overarching mode-share aim and outcome Indicators

Table 12 shows the borough outcome indicator targets. Delivering these targets will be challenging for the borough and will be dependent on the funding available to implement appropriate schemes and the ability to deliver behavioural changes.

3.12.2 Delivery indicators

The borough will monitor and record the delivery indicators and report progress in delivery to TfL once a year in June using Proforma C.

Table 12: Borough outcome indicator targets (ST07)

Objective	Metric	Borough target	Target year	Borough target	Target year	Additional commentary
Overarching mode share aim – changing the transport mix						
Londoners' trips to be on foot, by cycle or by public transport	Active, efficient and sustainable (walking, cycling and public transport) mode share (by borough resident) based on average daily trips. Base period 2013/14 - 2015/16.	50%	2021	64%	2041	Between 2014/15 and 2016/17, 48% of daily trips were made by foot, cycle or public transport in Harrow.
Healthy Streets and healthy people						
Outcome 1: London's streets will be healthy and more Londoners will travel actively						
Londoners to do at least the 20 minutes of active travel they need to stay healthy each day	Proportion of London residents doing at least 2x10 minutes of active travel a day (or a single block of 20 minutes or more).	34%	2021	70%	2041	Between 2014/15 and 2016/17, 25% of residents were recorded as doing at least 20 mins active travel a day. This will be an extremely difficult target for Harrow to achieve. Key programmes to help achieve this target will be additional cycle training and Harrow Health walks.
Londoners have access to a safe and pleasant cycle network	Proportion of Londoners living within 400m of the London-wide strategic cycle network.	10%	2021	51%	2041	In 2016, none of Harrow residents lived within 400m of the London-wide strategic cycle network. This will be delivered through completion of the Harrow Quietway scheme.
Outcome 2: London's streets will be safe and secure						
Deaths and serious injuries from all road collisions to be eliminated from our streets	Deaths and serious injuries (KSIs) from road collisions, base year 2005/09 (for 2022 target)	38KSIs	2022	0 KSIs	2041	The 2005/09 baseline in Harrow is 109 KSIs. Focus will be on addressing motorcycle KSIs. New local safety schemes and road safety education, cycle training and motorcycle safety courses will help to achieve this target.

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Objective	Metric	Borough target	Target year	Borough target	Target year	Additional commentary
	Deaths and serious injuries (KSIs) from road collisions base year 2010/14 (for 2030 target).	24KSIs	2030	0 KSIs	2041	The 2010/14 baseline in Harrow is 79 KSIs. New local safety schemes and road safety education, cycle training and motorcycle safety courses will help to achieve this target.
Outcome 3: London's streets will be used more efficiently and have less traffic on them						
Reduce the volume of traffic in London.	Vehicle kilometres in given year. Base year 2015. Reduce overall traffic levels by 10-15 per cent.	568 million annual vehicle km miles	2021	540 million annual vehicle km miles	2041	In 2015, traffic levels recorded by the DfT were 568 million annual vehicle kms. Target is a 0% increase by 2021. This will be achieved by increased walking, cycling and bus priority initiatives.
Reduce the number of freight trips in the central London morning peak.	10 per cent reduction in number of freight vehicles crossing into central London in the morning peak period (07:00am - 10:00am) by 2026.	N/A	N/A	N/A	N/A	N/A
Reduce car ownership in London.	Total cars owned and car ownership per household, borough residents. Quarter of a million fewer cars owned in London. Base period 2013/14 - 2015/16.	100,600	2021	100,800	2041	In 2016, the number of licensed cars owned in Harrow was 104,675. Reduction in cars owned will be achieved by changes to CPZs and attractiveness of walking, cycling and public transport.
Outcome 4: London's streets will be clean and green						
Reduced CO ₂ emissions.	CO ₂ emissions (in tonnes) from road transport within the borough. Base year 2013.	124,800 tonnes	2021	32,100 tonnes	2041	In 2013, 141,600 tonnes of CO ₂ were emitted from road transport in Harrow. Target will be achieved through reduced car usage particularly for shorter journeys and also increased use of greener vehicles.

Objective	Metric	Borough target	Target year	Borough target	Target year	Additional commentary
Reduced NO _x emissions.	NO _x emissions (in tonnes) from road transport within the borough. Base year 2013.	210 tonnes	2021	20 tonnes	2041	In 2013, 460 tonnes of NO _x were emitted from road transport in Harrow. Target will be achieved through reduced car usage particularly for shorter journeys and also increased use of greener vehicles.
Reduced particulate emissions.	PM ₁₀ and PM _{2.5} emissions (in tonnes) from road transport within borough. Base year 2013.	43 tonnes PM ₁₀ 21 tonnes PM _{2.5}	2021	23 tonnes PM ₁₀ 12 tonnes PM _{2.5}	2041	In 2013, 51 tonnes of PM ₁₀ and 28 tonnes of PM _{2.5} were emitted from road transport in Harrow. Target will be achieved through reduced car usage particularly for shorter journeys and also increased use of greener vehicles.
A good public transport experience						
Outcome 5: The public transport network will meet the needs of a growing London						
More trips by public transport - 14-15 million trips made by public transport every day by 2041.	Trips per day by trip origin. Reported as 3yr moving average. Base year 2013/14 - 2015/16.	125,000 trips	2021	173,000 trips	2041	117,000 trips per day were made by public transport between 2013/14 and 2015/16. This will be achieved by a combination of programmes and particular development regulations but also as a result of younger people in general being less car dependent.
Outcome 6: Public transport will be safe, affordable and accessible to all						
Everyone will be able to travel spontaneously and independently.	Reduce the difference between total public transport network journey time and total step-free public transport network.			5 mins	2041	Difference between total public transport network journey time and total step free public transport journey time in 2015 was 12 minutes. Achieving this will be dependent on TfL improving the accessibility of stations in the borough.

Objective	Metric	Borough target	Target year	Borough target	Target year	Additional commentary
Outcome 7: Journeys by public transport will be pleasant, fast and reliable						
Bus journeys will be quick and reliable, an attractive alternative to the car	Annualised average bus speeds, base year 2015/16.	11.5mph	2021	12.7mph	2041	In 2015, bus speeds were 11.1mph. This will be achieved by bus priority and congestion reduction schemes, traffic signal changes and reduced car use.
New homes and jobs						
Outcome 8: Active, efficient and sustainable travel will be the best options in new developments Outcome 9: Transport investment will unlock the delivery of new homes and jobs						
Delivery of Section 106 agreements	Percentage of transport related Section 106 obligations met	100%	2021	100%	2041	S106 agreements secure funding / measures to make individual schemes acceptable in planning / highways scheme. Metric measures where subject obligations are being met by both the developer and the Council.
CIL funding allocations used for strategic transport initiatives	Percentage of CIL receipts allocated to transport initiatives that are used for strategic transport initiatives	100%	2021	100%	2041	CIL provides funding for broader infrastructure initiatives (i.e. not just infrastructure needs arising from individual developments), thereby unlocking the delivery of new homes and jobs. In reflection of this, the Harrow CIL Charging Schedule indicates that where CIL is allocated to transport / highways related infrastructure, this should be spent on strategic infrastructure.

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Appendix A: Borough Transport policies

Walking

- W1 Promote sustainable and healthy travel choices and healthy walking routes to school through the use of school travel planning, travel awareness campaigns, cycle training and an improved walking and cycling environment
- W2 Encourage recreational walking as well as active walking as a mode of transport and support national walking campaigns
- W3 Work with schools to set up additional school walking buses
- W4 Work in partnership with Public Health to promote walking and the Walking for Health scheme
- W5 Work with the Active Harrow Strategic Group to promote active and sustainable travel
- W6 Promote the Walk London network and new leisure routes through Harrow's extensive green areas
- W7 In partnership with Harrow Public Health, work with selected communities to promote the benefits of walking
- W8 Review the Harrow Rights of Way Improvement Plan with a view to increasing active travel through Harrow's parks and open spaces
- W9 Ensure that all aspects of the walking environment including links to parks and open spaces are effectively considered when delivering works for liveable neighbourhoods and corridor schemes
- W10 Improve access to Harrow's green spaces and historic areas and improve pedestrian walkways that use and link existing parks and open spaces with the town centre and transport interchanges.
- W11 Improve pedestrian linkage between Harrow town centre and Harrow on the Hill station

Cycling

- C1 Provide and promote cycle training for children and adults who work, study or live in the borough
- C2 Introduce measures and programmes to encourage persons from BAME and other statistically cycling adverse groups to take up cycling and to cycle more often
- C3 Promote recreational cycling – but give priority to increasing cycling as an alternative to car use
- C4 Encourage cycling generally and in particular for journeys to school
- C5 Provide additional cycle parking in schools, review and increase the level of safe and secure cycle parking available across the borough
- C6 Review cycle parking at stations, particularly at Harrow on the Hill, Wealdstone, Stanmore and Rayners Lane stations and work towards cycling provision meeting likely demand at these stations and further afield

- C7 Publish and distribute cycling leaflets and maps in areas of the borough identifying the locations of designated cycle routes, cycle parking facilities, barriers to use and main road crossings
- C8 In partnership with WestTrans, trial and introduce dockless cycle hire in the town centre with a view to expanding the service throughout the borough
- C9 Review the existing cycle delivery plan with a view to expanding the network
- C10 Ensure the progressive delivery and maintenance of a high quality of cycle route provision, consistent with London Cycling Design Standards, as well as clear continuity and consistency in design; and ensure that, wherever practicable, provision is designed and implemented to cater for tricycles and bikes with trailers
- C11 Encourage the delivery of secure and weather-protected cycle-parking at sites generating/attracting significant numbers of cycling trips – most particularly, at strategic interchanges and stations and at local shopping areas; and encourage other authorities with specific responsibilities within the borough to do the same
- C12 Encourage employers to make provision for employees wishing to cycle to a similar standard to that required from new development including the provision of “cycle pools”
- C13 Work with TfL to contribute to delivery of strategic cycle routes including Quietways

Schools

- S1 Promote sustainable and healthy travel choices and healthy walking routes to school through the use of school travel planning, travel awareness campaigns, cycle training and an improved walking and cycling environment
- S2 Encourage and support schools, higher and further education establishments to review their own travel plans and to achieve and improve TfL accredited status where appropriate
- S3 Encourage cycling generally and in particular for journeys to school
- S4 Provide and promote cycle training for children and adults who work, study or live in the borough
- S5 Work with schools to set up additional school walking buses
- S6 Work with TfL to ensure take-up of Children's Traffic Club, a London road danger reduction education resource for pre-schoolers
- S7 Work with TfL to ensure take-up of the Safety and Citizenship pre-transition safe and responsible behaviour sessions for Year 6 pupils
- S8 Work with TfL to ensure take-up of the Junior Travel Ambassador and Youth Travel Ambassador schemes, addressing transport and road safety issues in schools
- S9 Provide road safety education events at schools and colleges throughout the borough
- S10 Work with schools to identify local air quality issues surrounding schools and where appropriate access the Mayor’s Air Quality Fund to provide appropriate solutions and raise awareness of the issue
- S11 Work with schools to reduce the number of school trips made by car and liaise with schools regarding suggested highway works required in school locality
- S12 Work with schools to promote travel training for children and young people with learning difficulties

- S13 Work with schools to consider staggering school end times by a variety of measures including encouraging more school to introduce before and after school activities

Public transport

- PT1 Seek to secure a fully integrated approach to the provision and operation of public transport services within Harrow, including:
- Improving the ease and convenience of approach routes to service access points, and the quality and clarity of the access signing
 - Taking account of the specific needs of people with impaired sight or impaired mobility
 - Improved taxi facilities at rail and underground stations
- PT2 In partnership with public transport service providers and regulators, seek to ensure that all stations and bus stop locations in the borough are progressively improved with the intention of developing at access points, a fully wheelchair-accessible boarding / alighting points, as a basis for supporting a network of fully wheelchair-accessible scheduled bus services
- PT3 Support the extension of additional taxi rank operational hours where this supports late travel such as the night time running of the Jubilee Line
- PT4 Seek to work with public transport providers and regulators to ensure that engineering works and service closures are coordinated to minimise passenger inconvenience
- PT5 Deploy full range of available bus priority measures ensuring that measures are designed to reduce problems for all modes
- PT6 Liaise with the Public Carriage Office regarding improving the accessibility of taxi ranks in the borough
- PT7 Support improved orbital transport links across the borough and between outer London centres to provide wider access to employment opportunities and to enable journeys currently made by car to be made by sustainable forms of transport and thereby improve the environment
- PT8 Work with TfL to assess suggested service improvements for the Heathrow bus link route 140 as well as any additional routes needed to support the proposed Heathrow expansion

Road safety

- RS1 Adopt a Vision Zero approach towards eliminating all road deaths and serious injuries by 2041
- RS2 Employ a road danger reduction approach to design, using the streets toolkit for designers, Road Safety Audit, and Healthy Streets Check for Designers
- RS3 Prioritise schemes that maximise casualty reduction predictions and pose the highest risk to vulnerable road users and in particular the numbers killed and seriously injured per annum for the available finance

- RS4 Ensure that the safety concerns of all road users, including pedestrians, cyclists, horse riders and those in motorised vehicles are considered when developing any traffic scheme
- RS5 Prepare a programme of 20 mph zones in the borough and incorporate these into schemes for future TfL funding
- RS6 Increase the extent of 20mph roads in the borough and expand the existing 20mph zones to cover more areas where people live, work and shop and where children travel to school
- RS7 Work with the parking service and police to enforce and promote safe driving and parking in school zones
- RS8 Where possible use engineering solutions to minimise the need for additional road safety enforcement
- RS9 Maintain an effective method of accident monitoring for the borough
- RS10 Use accident statistical data to recognise trends and deliver targeted educational and engineering initiatives, with a focus on roads with a higher risk of motorcyclist collisions
- RS11 Support the police in targeting illegal and non-compliant behaviour that puts motorcyclists at risk, using data to focus on the roads with a higher risk of motorcyclist collisions
- RS12 Educate road users on the shared responsibility for safer cycle and motorcycle journeys, through driver and motorcyclist/cyclist skills training and communications
- RS13 Promote Motorcycle Industry Association (MCIA) accredited training providers to motorcyclists looking to undertake Compulsory Basic Training
- RS14 Provide BikeSafe vouchers for subsidised courses delivered by local Motorcycle Industry Association (MCIA) accredited training providers
- RS15 Improve the safety of street design by following the design guidance set out in TfL's Urban Motorcycle Design Handbook
- RS16 Encourage safe and considerate driving, at appropriate speeds, as part of travel awareness and road safety education campaigns and review existing speed limit to ensure they are appropriate to the location
- RS17 Support the police in targeting illegal and non-compliant behaviour that places other road users at risk
- RS18 Carry out road safety audits of all new significant traffic and highway proposals
- RS19 Deliver appropriate road safety interventions and resources for road users aged 60+ by targeting community groups, day centres and social clubs, facilitating bespoke workshops and presentations and providing road safety literature
- RS20 Support the police to maintain focus on disrupting the criminal gangs involved in motorcycle theft and enabled crime
- RS21 Improve lighting across the borough by a change to LED lighting
- RS22 Work with the Metropolitan Police in using their powers of enforcement to deal with illegal cycling on pavements and footpaths
- RS23 Support the police to address anti-social behaviour around Harrow bus station

Parking and Enforcement

- PE1 In the development and operation of parking schemes and to ensure transparency, the council will follow the guidelines as outlined in the parking management strategy which will be regularly reviewed and updated
- PE2 Promote and secure the adoption of consistent and complementary strategies at national, regional, London, sub-regional and neighbouring local authority levels and through the restraint-based car-parking standards
- PE3 Ensure that charges for parking support the economic vitality of all town centres
- PE4 Support local businesses by giving priority to short stay on-street parking and by discouraging on-street long-stay parking
- PE5 Charges are set to discourage the use of private cars, however where off-street parking is available, ensure that charges for off-street parking:
- Support the economic vitality of all town centres
 - Finance progressive improvements to the standards of the council owned car parks
 - Consider price competitiveness with comparable privately operated car parks
 - Encourage short stay parking with rapid turnover of spaces and deter long-stay parking where appropriate
 - Reduce the demand on surrounding on-street long stay pay and display parking
 - Are set with the aim of car parks being 85% full in peak periods
 - Are self financing
- PE6 Where practicable, seek to secure consistent cross-boundary parking charges in conjunction with neighbouring authorities
- PE7 Give high priority to the enforcement of parking and road traffic regulations, particularly to those affecting the safety of all road users, reliable operation of bus services and the prevention of traffic congestion
- PE8 Work with the parking service and police to enforce and promote safe driving and parking in school zones
- PE9 Enforce all road traffic, parking and waiting regulations in the interests of improving bus priority.
- PE10 Monitor and review the provision and operation of CPZs in all areas of the borough that are experiencing on-street parking stress and install new CPZs subject to, demand and consultation with the local community
- PE11 For new CPZs, and as CPZs are reviewed, change the operational hours of enforcement to target the busiest times of the location
- PE12 Review the parking regulations in the Opportunity Area to ensure that the needs of planned growth are appropriately addressed
- PE13 In the development of parking schemes, the council will ensure convenient car parking for people with disabilities is considered
- PE14 Ensure adequate provision of blue badge parking is available in all town centres
- PE15 Provide reduced cost residential and other relevant parking permits for appropriate greener vehicles

- PE16 Review the viability of introducing a revised parking permit structure based on vehicle emissions
- PE17 Encourage the use of cleaner and more environmentally friendly vehicles through prioritising specific facilities for parking of “greener” vehicles at all council owned car parks where practicable e.g. providing specific locations for parking by providing charging points for electric vehicles
- PE18 Prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is prioritised
- PE19 Consider introducing virtual permitting system for most permit types across the borough where practicable and following this remove free parking for motorcycles borough wide

Social inclusion

- SI1 Prioritise in all new schemes the needs of those with mobility difficulties who need to walk, cycle or drive to work, shops or other facilities and local amenities
- SI2 Consider accessibility improvements in all new schemes, such as dropped kerbs, tactile paving and audible signals
- SI3 Work towards introducing a fully integrated, accessible bus and underground station at Harrow on the Hill
- SI4 Seek to ensure that all stations and bus stop locations in the borough are progressively improved as a basis for supporting a network of fully wheelchair-accessible scheduled bus services
- SI5 Petition TfL to improve the accessibility of all stations in the borough where there is no disabled access
- SI6 Consider the provision of additional seating in all new schemes to benefit the needs of those with mobility difficulties, giving particular consideration to road side seating in areas beyond the town centres which would enable many people to take short walking trips outside their own homes
- SI7 Continue to support the expansion of the Harrow Shopmobility services and their opening hours
- SI8 Work with schools to promote travel training for children and young people with learning difficulties
- SI9 Ensure convenient car parking for people with disabilities is considered in the development of all parking schemes
- SI10 Prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is prioritised
- SI11 Ensure adequate provision of blue badge parking is available in all town centres
- SI12 Liaise with the Public Carriage Office regarding improving the accessibility of taxi ranks in the borough
- SI13 Ensure that all aspects of a safe environment, including improved lighting, better sight lines particularly for vulnerable road users and well-lit waiting areas, are effectively considered when delivering works for all new schemes
- SI14 In the development of parking schemes, the council will ensure convenient car parking for people with disabilities is considered

- SI15 Work with schools to promote travel training for children and young people with learning difficulties
- SI16 Work with Harrow Association of Disabled People and other disability organisations to address a range of accessibility issues

Public Realm

- PR1 Ensure that the vitality of town centres are supported through good transport access via all modes of transport prioritising sustainable modes of transport
- PR2 Continue to support the Harrow town centre neighbourhood of the future and deliver new NOFs across the borough
- PR3 Work with TfL to expand Legible London throughout the Harrow Opportunity Area and into more areas in Harrow such as Stanmore and Headstone Lane
- PR4 Improve on the condition of Harrow roads by continuing to prioritise road maintenance in Harrow's capital and revenue budgets in line with best practice asset management principles
- PR5 Ensure that all aspects of a safe environment, including improved lighting, better sight lines particularly for vulnerable road users and well-lit waiting areas, are effectively considered when delivering works for all new schemes
- PR6 Increase the amount and variety of trees and plants across the borough's open spaces and within streetscapes
- PR7 Seek opportunities for new tree planting in the Opportunity Area
- PR8 Ensure that all new public realm improvements and neighbourhood schemes consider their impact on heritage assets and their setting alongside the local archaeological potential as well as designated and non-designated assets
- PR9 Ensure that road markings to better enable bus priority enforcement are prioritised in all schemes

Development and regeneration

- R1 Ensure all projects consider their air quality and noise impact and that where possible mitigation is introduced to minimise adverse impacts
- R2 In all liveable neighbourhoods schemes the borough will consider planting and street greening to provide shade and shelter and to create a more attractive environment, the potential reallocation of road space to benefit sustainable transport, as well as road traffic restrictions and the possible introduction of play streets
- R3 In all new neighbourhood schemes the borough will consider the Healthy Streets checklist
- R4 Improve pedestrian and cycle wayfinding across the borough and work with TfL to expand Legible London in Harrow
- R5 Promote growth in areas of greatest public transport to encourage residual travel by public transport, walking and cycling
- R6 Promote mixed use development in growth locations to reduce the need to use a vehicle for trips between residential, retail, leisure and employment areas

- R7 Consider the improvement of local access by walking, public transport, motorcycling and cycling as a core element in future regeneration programmes for local centres and employment areas
- R8 Secure deliverable Travel Plans for major trip generating development
- R9 Ensure convenient access for walking, cycling and public transport be required in the design and layout of new development
- R10 Use the planning process on major planning applications to require a Construction Logistics Plan that reduces the environmental impact through the use of lower vehicle emissions and reduced noise levels; improves the safety of road users; reduces vehicle trips particularly in peak periods and encourages efficient working practices
- R11 Improve the environment for pedestrians and cyclists in the whole borough and particularly within the Harrow Opportunity Area
- R12 Ensure that all schemes implemented follow the Harrow public realm design guides ensuring best practice for materials, reducing street clutter and conserving the local environment
- R13 Use the planning process to ensure that the discharge rate for new development is restricted to the Greenfield run off rate using various SUDS measures
- R14 Use Section 106 Planning Agreements to secure developer contributions towards the costs of meeting and ameliorating the travel demand generated by development through improvement to public transport, walking and cycling, installing parking controls and, where necessary, creating regulated and controlled public car-parks
- R15 In considering planning applications for non-residential development the council will have regard to the specific characteristics of the development including provision made for:
 - Operational parking and servicing needs
 - Convenient car-parking for people with disabilities
 - Car parking related to shift and unsociable hours working
 - Convenient and secure parking for bicycles
 - Needs of parking for motorcyclists
- R16 For new residential developments, parking permits will be restricted for all developments in areas of PTAL 5/6. Permits may also be restricted in new residential developments in areas of lower PTAL rates at the discretion of Harrow Highway's Service. This will not apply to residents with blue badges.
- R17 Where accessibility by non-car modes is particularly good or can be made so, the council will actively seek to secure lower levels of car parking provision or even zero provision in developments, and require the completion of a binding agreement to introduce residential permit restrictions on the developments to limit the increase in car use and ensure that any measures necessary to improve accessibility by non-car modes are secured
- R18 For new larger developments, use travel plan bonds, for failure to meet performance of agreed travel plans and secure Developer funding to pay to monitor the travel plans; monitoring will continue for at least five years following development completion.

- R19 When considering housing developments the council will encourage developers to explore the potential for schemes to provide access to cars without individual ownership, possibly linked to inducements to use other modes
- R20 In preparing Transport Assessments and Transport Statements to demonstrate sufficient/appropriate levels of car parking provision for location outside of high PTAL areas, trip generation data should be assessed alongside Census travel to work and car ownership data for the relevant ward or Middle Super Output Layer (Office for National Statistics)
- R21 Ensure that walking permeability (a multiplicity of routes to give easy accessibility to, from and within a site) is assessed and prioritised for all new residential or business developments
- R22 Use its powers as local planning authority to make planning permission for future development conditional upon the availability of an appropriate level of pedal cycle parking and facilities such as showers and lockers and encourage provision of “cycle pools”
- R23 Use the planning process on major planning applications for larger developments to require a Construction Logistics Plan that reduces the environmental impact through the use of lower vehicle emissions and reduced noise levels; improves the safety of road users; reduces vehicle trips particularly in peak periods and encourages efficient working practices
- R24 Require, as a condition of securing planning permission, that development proposals make proper off-street provision for servicing and loading/unloading within the development site, in such a way that all vehicles entering or leaving a site are enabled to do so in a forward gear
- R25 Maximise training, apprenticeship and employment opportunities on all schemes to ensure residents benefit from the economic opportunities generated by transport infrastructure programmes and journey to work times are reduced.

Freight

- F1 Work with GPS providers to ensure that freight routes are appropriately guided within the borough and avoid residential areas
- F2 Ensure that freight movement, delivery and servicing within the borough is provided for in an environmentally sensitive, economic and efficient manner and ensuring appropriate routing avoiding residential areas while reducing impacts and conflicts with other modes, for example bus lanes, cycle lanes
- F3 Periodically review the provision in town centres and the Harrow Opportunity Area for all aspects of servicing, delivery, loading/unloading and freight movement, with particular regard to its impact on all other modes of transport, the local economy and the local environment
- F4 Seek to provide adequate delivery and servicing access to shops, businesses and residential premises and in particular to provide convenient on-street short-stay spaces for servicing / delivery vehicles
- F5 Produce and publish a map setting out key information in respect of restrictions on lorry movement within the borough, in terms of:

- Width, weight and length restrictions
 - Low bridges
 - Loading bans
 - Access restrictions, including pedestrian areas
 - Preferred routes for lorries
- F6 Work with WestTrans to develop a freight heat map enabling the borough to be better informed about the parking and loading needs of freight in the borough
- F7 Support and seek, via the responsible regional/subregional authorities, appropriate sub-regional provision of break-bulk, consolidation, distribution and modal-transfer facilities for freight management, and appropriate and effective access to those facilities from the borough
- F8 Promote and maintain local area lorry bans together with supporting initiatives to move freight by non-road transport modes

Highway Management

- H1 Maximise the efficiency and reliability of the operation of the road network through methods outlined further in Harrow's Highway Network Management Plan
- H2 Reduce traffic volumes on local roads through traffic management techniques and where possible by diverting traffic to main arterial/distributor roads

Changing behaviour

- CB1 Promote and support the development of travel plans in accordance with TfL guidelines either for individual organisations or on an area wide basis as appropriate
- CB2 Promote sustainable and healthy travel choices through the use of school travel planning, travel awareness campaigns, cycle training and an improved walking environment
- CB3 Encourage modal shift towards more sustainable forms of transport and in developing travel plans work with businesses to give consideration to support switching deliveries from vans to sustainable travel modes including cargo bikes
- CB4 Provide effective alternatives to the car to encourage modal shift
- CB5 Seek to ensure that new facilities to reduce car dependency e.g. real time public transport information and shopping lockers are placed in shopping centres
- CB6 Work with the Mayor, the GLA and the Government to pursue the progressive removal / control of "free" parking – through planning agreements (new development), through voluntary initiatives (retail partnerships) or by extending the principle of charging for car parking spaces
- CB7 Improve transport connectivity within the Opportunity Area between Harrow Town Centre and Wealdstone including the provision of in station cycle parking
- CB8 Promote the use of travel plans for all educational establishments, hospitals and other places of work and where appropriate work with organisations to improve site specific travel plans
- CB9 Provide effective alternatives to the car to encourage modal shift and increase provision for non-motorised modes of travel including cycling on all local access roads

and treating walking as a priority travel mode, to be treated on a par with other means of transport

- CB12 Review the Harrow Rights of Way Improvement Plan with a view to increasing active travel through Harrow's parks and open spaces

Environmental issues

- E1 Provide additional public electric charging points at key locations and consider the provision of rapid charging points to assist taxis, freight vehicles and car clubs
- E2 Review the viability of introducing a revised parking permit structure based on vehicle emissions
- E3 Encourage the use of cleaner and more environmentally friendly vehicles through prioritising specific facilities for parking of "greener" vehicles at all council owned car parks where practicable e.g. providing specific locations for parking by providing charging points for electric vehicles
- E4 Request all providers or users of Council transport fleets to consider how they can move towards the use of less polluting vehicles
- E5 Support the introduction of rapid electric charging facilities for freight, taxis and car club vehicles to enable the introduction of Zero Emission Capable (ZEC) taxis
- E6 Raise awareness among residents about the planning requirements around paving over front gardens and opportunities to use permeable surfacing
- E7 In addition to flood protection, create surface flood storage areas in parks and open spaces to improve water quality and increase biodiversity
- E8 For all new schemes, review opportunities to introduce rain gardens, additional trees and protect existing grass verges to increase local biodiversity.
- E9 Use new polymer modified materials with EME material (Enrobé a Module Élevé) a derivative for use on bus stops where there is heavy static loading and low speed heavy movements for road surfacing to reduce noise, increase durability and increase the roads lifespan. New materials and better road conditions can reduce noise by up to 20%
- E10 Maximise procurement opportunities for SMEs and local suppliers to minimise supply chain journeys

Partnership working

- PW1 Work with TfL to improve the frequency and reliability of weekend and late night public transport services to/from Central London
- PW2 Work with TfL to improve the penetration and expansion of local bus services into every local neighbourhood area – either by extending existing routes or, where necessary, by promoting new routes – this will be subject to the evaluation of the local impact of any additional bus services
- PW3 Persuade TfL to concentrate on continuing to improve public transport service reliability ensuring improved radial and orbital services
- PW4 Work with TfL to improve bus service reliability and to improve orbital bus links between the town centres and major employment locations and to other key destinations within Harrow and neighbouring boroughs

- PW5 Work with the key regulators and providers of rail, Underground and bus services within the borough to progressively improve the network in terms of capacity and reliability.
- PW6 Build on existing liaison arrangements with those parties responsible for regulating and operating public transport services in the borough – issues discussed will include concerns of public transport users with both TfL bus and all rail operators and will include bus driving standards, bus emissions, driver behaviour, bikes on buses and trains, as well as general service provision
- PW7 Work with TfL to prioritise available resources to provide the road space and traffic regulatory / management infrastructure to support development of the bus services as well as additional bus services
- PW8 Work with TfL and bus operators to ensure adequate off-highway facilities are available for the storage and maintenance of buses at appropriate locations and to ensure that bus stands are appropriately located
- PW9 Work in partnership with public transport service providers and regulators to seek to ensure that all stations and bus stop locations in the borough are progressively improved to offer a safe, secure and passenger-friendly environment and appropriate ‘state-of-the-art’ passenger interchanges, including adequate and secure cycle parking facilities
- PW10 Work with schools to reduce the number of school trips made by car and liaise with schools regarding suggested highway works required in school locality
- PW11 Work with schools to consider staggering school end times by a variety of measures including encouraging more school to introduce before and after school activities
- PW12 Work with TfL to expand Legible London throughout the Harrow Opportunity Area and into more areas in Harrow such as Stanmore and Headstone Lane
- PW13 Work with schools and police to address perceptions of personal safety on buses
- PW14 Work with the Metropolitan Police to consider introducing traffic calming to lower speed and reduce impact of hostile vehicles in selected locations
- PW15 Work with Harrow Association of Disabled People and other disability organisations to address a range of accessibility issues
- PW16 Work with schools and police with regard to issues of traffic noise pollution, particularly from motorcycles

Glossary

BAME	Black Asian and Minority Ethnic
CO ₂	Carbon Dioxide
CCG	Clinical Commissioning Group
CCS	Community Car Service
CIL	Community Infrastructure Levy
CPT	City Planning Tool
CPZ	Controlled Parking Zone
CTAL	Cycling Transport Accessibility Level
EQIA	Equality Impact Assessment
IMD	Index of Multiple Deprivation
LIP	Local Implementation Plan
LIP3	3 rd Local Implementation Plan
LLCS	London Lorry Control Scheme
LEV	Low Emission Vehicle
LSCB	Local Safeguarding Children Board
LSOA	Lower layer Super Output Area
MAQF	Mayor's Air Quality Fund MAQF
MTS	Mayor's Transport Strategy
MiDAS	Minibus Driver Awareness Scheme
MCIA	Motorcycle Industry Association
NOF	Neighbourhood Of the Future
NOx	Nitrogen Oxide
PHV	Private Hire Vehicle
SCA	Strategic Cycling Analysis
SEA	Strategic Environmental Assessment
SEND	Special Educational Needs and Disability
SME	Small and Medium-sized Enterprises
SPD	Supplementary Planning Document
SuDS	Sustainable Drainage System
TfL	Transport for London
TARSAP	Harrow Traffic and Road Safety Advisory Panel
TLRN	Transport for London Road Network
ULEV	Ultra-Low Emission Vehicle
ZEC	Zero Emission Capable

**Strategic Environmental
Assessment Statement
for
Harrow
Transport Local Implementation Plan
2019/20 – 2021/22**

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1. Introduction

- 1.1 This Strategic Environmental Assessment (SEA) statement is being produced to accompany the London Borough of Harrow's third Transport Local Implementation Plan 2019/20 – 2021/22 (LIP3).
- 1.2 The following reports provide the background to this statement:
- LIP3 Strategic Environmental Assessment scoping report
 - LIP3 Environment Report
 - Draft Harrow Transport LIP3
 - Adopted and final Transport LIP3
- 1.3 The *Local Implementation Plan* is a statutory document required by the Mayor of London. All boroughs are required to produce a Local Implementation Plan which demonstrates how each borough is implementing the Mayor of London's Transport strategy. In line with the regulations, LIP3 sets out all of the following:
- Harrow transport objectives
 - Harrow transport policies
 - Initial three-year programme of investment to be delivered over 2019/20 – 2021/22
 - How Harrow will work to deliver each of the Mayoral outcomes
 - How Harrow will work towards achieving the MTS priorities which are:
 - Healthy Streets and healthy people
 - A good public transport experience
 - New homes and jobs
- 1.4 statement.
- 1.5 This statement is being produced to show the reasons for the decisions made in the final transport LIP3 and thereby making this process more transparent.
- 1.6 The entire SEA process has ensured transparency in the environmental decisions made as well as ensuring that the full environmental impact of all options have been considered during the development of LIP3 and not just considered as an afterthought.

- 1.7 Table 1 shows the reports that have been prepared in advance of preparing this environmental statement.
- 1.8 This statement is being produced to show the reasons for the decisions made in the final transport LIP3 and thereby making this process more transparent.
- 1.9 The entire SEA process has ensured transparency in the environmental decisions made as well as ensuring that the full environmental impact of all options have been considered during the development of LIP3 and not just considered as an afterthought.

Table 1: Contents, purpose and timetable for SEA reports

Report	Purpose	Contents
LIP3 SEA screening	To determine whether or not the LIP3 required a Strategic Environmental Assessment (SEA) in accordance with the European Directive 2001/42/EC and associated Environmental Assessment of Plans and Programmes Regulations 2004.	Description of geographical area, borough environmental issues and LIP3 possible environmental impacts and extent of impacts and environmental links with draft LIP3 objectives.
LIP3 SEA scoping	To ensure that the issues referred to in the SEA regulations as the 'significant environmental effects' are identified. The report sets out the context and objectives, establishes an environmental baseline and the scope of the assessment including consideration of alternative ways to deliver LIP3.	Reviews links with other plans and programmes relevant to producing LIP3, further identifies local environmental issues, identifies draft SEA environmental objectives, identifies baseline environmental data sources for objectives, tests links between LIP3 draft objectives and the SEA objectives and considers alternative objectives for delivering LIP3.
LIP3 SEA environmental report	Enables improved and effective consultation on the environmental components of LIP3. This also illustrated compliance with the SEA regulations.	Includes non-technical summary of the environmental report, considers environmental impact of not delivering LIP3, environmental impact of not receiving additional TfL funding, improves the baseline data identified in the scoping report, includes baseline data, considers and assesses alternative ways to deliver LIP3 draft objectives, assesses the significance of a selection of alternative ways to deliver LIP3 on population and human health and on air quality and the cumulative effects of the plan and also summaries changes made following scoping consultation.

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2. The SEA process

- 2.1 The SEA has been designed to promote the consideration of environmental issues into every stage of the decision making processes. The SEA is an iterative process, thereby influencing and informing each stage of LIP3 development. In this instance, this was easily enabled because both the SEA and LIP3 documents were managed, prepared and overseen by the same people.
- 2.2 Table 2 shows the stages of the SEA process and timetable.

Table 2: SEA process and timetable

Process	Sent to:	Consultation Dates
SEA Scoping report The scoping report for the SEA for LIP3 was started at the same time as LIP3.	Statutory environmental consultees and all local environmental and heritage groups	6th July 2018 and 10th August 2018.
SEA Environmental Report Consultation took place alongside draft LIP3 consultation	Statutory environmental consultees and local environmental and heritage groups as well as transport consultees	17th September to 26th October 2018
SEA statement	Published on website	May 2019

- 2.3 Consultation on the draft LIP3 and the SEA Environmental Report took place together.
- 2.4 Statutory Consultees for the SEA were:
- The Environmental Agency
 - Natural England
 - Historic England
- 2.5 Other environmental groups consulted on the scoping report were as follows:
- Harrow in Leaf
 - Harrow Friends of the Earth
 - Harrow Natural History Society
 - Harrow Nature Conservation Forum
 - Pinner Local History Society
 - Herts and Middlesex Wildlife Trust
 - Harrow Heritage Trust
 - TfL

- 2.6 The results from the LIP3 scoping consultation were fed into the next stage of LIP3 and also into the environmental report and appropriate changes were made to various sections of both documents.
- 2.7 Consultation on the draft LIP3 was carried out using the Harrow consultation portal. This consultation included the SEA Environmental Report. Invites to participate were sent to the following organisations:

Government / statutory bodies

- Transport for London
- WestTrans
- Metropolitan Police Service
- London Borough of Hillingdon
- London Borough of Barnet
- London Borough of Brent
- London Borough of Ealing
- Three Rivers District Council
- Hertsmere Borough Council
- Hertfordshire County Council

Environmental organisations

- Historic England
- The Environment Agency
- Natural England
- Pinner Local History Society
- Harrow Friends of the Earth
- Harrow Heritage Trust
- Harrow in Leaf
- Harrow Natural History Society
- Harrow Nature Conservation Forum
- Herts and Middlesex Wildlife Trust

User groups and organisations

- Harrow Association of Disabled People
- Harrow Public Transport Users Association
- Voluntary Action Harrow
- London Travel Watch
- Freight Transport Association
- Harrow Cyclists
- The RAC
- The AA
- Road Haulage Association
- Brent and Harrow chamber of commerce
- Living Streets
- London cycling campaign
- London First
- London Taxi Drivers Association

- Sustrans
- Harrow BID
- Shopmobility
- British Motorcycle Federation
- Motorcycle Action Group
- ROSPA

Internal to Harrow Council

- Councillors
- Environmental Services
- Planning Services
- Regeneration
- Public Health
- Economic Development
- Housing
- Education
- Children Services
- Adult Services

- 2.8 Because the main focus of LIP3 is to implement the Mayor’s Transport Strategy, which itself has undergone a SEA and as a result of previous LIP documents, minimal environmental effects were identified in preparing the SEA.
- 2.9 The environmental report showed that there would be no significant adverse effects from introducing LIP3. It also showed that there were likely to be positive impacts on air quality and on human health and population.

3. Environmental changes made as a result of consultation

- 3.1 Because both of Harrow’s previous LIPs had undergone an SEA and both of these significantly influenced the development of LIP3, there were less significant changes to be made to LIP3.
- 3.2 Table 4 shows the environmental changes made to the SEA following the scoping report consultation.

Table 3: Environmental changes made to the SEA following scoping report consultation

Organisation	Comment / Change recommended	Change made in response / Officer response
The Environmental Agency	No comment	
Natural England	No comment	
Historic England	Suggested monitoring impact on historic environment	Added objective to address impact on the historic environment
TfL	Add information about recycling	Added to SEA objective: Promote recycling by encouraging responsible sourcing of materials as well as BES 6001 accreditation for appropriate suppliers
Harrow Nature Conservation Forum	Stress the importance of protecting local green spaces from development. Cycling should be supported for all the reasons outlined in the report.	Added the following from Harrow’s core strategy: Protect the Green Belt, Metropolitan Open Land, and Areas of Special Character And also added overarching policy objectives include: Resist any loss of Green Belt. Safeguard and enhance Metropolitan Open Land. Resist any net loss of open space and where possible seek to increase provision
Internal Harrow consultation	Not possible to measure m ² of increased grass verge and suggested an alternative	Changed to Square meterage of removed hard paving to introduce soft landscaping such as grass verges

3.3 Table 4 shows the environmental changes made to LIP3 following the LIP3 and scoping report consultation.

Table 4: Changes made to LIP3 following scoping report consultation

Organisation	Comment / Change recommended	Change made in response / Officer response
The Environmental Agency	No comment	No comment
Natural England	Does not consider that the plan poses any likely risk or opportunity in relation to statutory purpose, and so does not wish to comment on this consultation.	No change
Historic England	Advise that all proposals take into account their impact on heritage assets and archaeological potential. Importance in considering the environmental issues relating to pollution and emissions on those experiencing the historic environment, particularly the increase in environmental aggressors deriving from emissions.	New policy added: Ensure that all new public realm improvements and neighbourhood schemes consider their impact on heritage assets and their setting alongside the local archaeological potential as well as designated and non-designated assets. Included information on damage to enjoyment from emissions.
Other	Encourage more cycling, more modal shift, provide more cycle parking, do more to reduce road casualties, consider reallocation of road space, consider noise more, consider other types of freight delivery services	Included all these changes.

3.4 **Error! Reference source not found.** provides more information on consultation responses to the final LIP3 which contain an environmental aspect.

4. Alternative options and their significance

4.1 The significance of alternatives options was considered for all environmental aspects. However, because the impact of alternative options was considered not to be significant for

Biodiversity, flora and fauna, Water, Soil, Climate factors, Material assets, Cultural heritage and Landscape, only Population and Human Health and Air Quality were assessed further regarding their significance.

4.2 Alternative options were therefore considered in the environmental report for their impact on population and human health and on air quality. The alternative options considered were:

- Continue with the current approach and continue to deliver the current policy outlined in LIP2
- Only promote sustainable forms of transport
- Only deliver infrastructure management
- Only increase capacity for sustainable forms of transport
- Do nothing

4.2.1 Only promoting sustainable forms of transport includes:

- Increase cycle training
- Increase school road safety training
- Increased motorcycle safety training
- Increase school travel awareness training
- Provide dockless cycle hire facilities

4.2.2 Only delivering infrastructure management includes:

- Extend and increase 20mph zones around schools
- More neighbourhoods of the future
- More liveable neighbourhoods
- Increased healthy streets
- Provide additional freight loading facilities
- Increase hours for freight loading
- Bus stop accessibility improvements
- Bus priority measures
- Extend borough cycle routes
- Increase cycle parking facilities
- Controlled parking zones
- Improved lighting
- Extend Shopmobility facilities
- Increased blue badge parking
- More dropped kerbs
- Legible London

4.2.3 Only increasing capacity for sustainable forms of transport includes:

- Extend borough cycle routes
- Increase cycle parking facilities
- Increase bus priority measures
- Increase provision of electric vehicle charging points
- Increased cycle facilities in developments
- Electric vehicle charging in developments
- Shared vehicle charging for developments

- 4.3 The cost of cars, fuel, air flights, healthy food, air flight paths, the cleanliness of water supplies, the local doctor and hospital facilities, how close we live to main roads, our working location and environment also greatly affect all of our health as well as our surrounding air quality and will most likely have a greater impact on all individuals than the programmes included in LIP3. However small changes particularly around schools and for children can make long term improvements.
- 4.4 It is a requirement of the SEA regulations to evaluate the cumulative effects of the plan and thereby to enable them to be avoided or at least minimised. Many of the proposals in LIP3 have a number of inter-related environmental effects.
- 4.5 All schemes which improve road safety such as 20mph extensions improve human health by reducing accident levels. At such locations, more people tend to walk and cycle more thereby also improving human health. As speeds slow down and drivers' journeys are smoother, less pollutants are emitted and noise and community severance is reduced. As people walk and cycle more, their health improves through a reduced risk of obesity and diabetes and improvements to their overall fitness levels.
- 4.6 Slower traffic speeds across the network improve human health as accident numbers reduce. However, where congestion is associated with the slower traffic, air pollution can increase as can community severance. Areas with low traffic volumes can also act as an inducement to increased traffic levels thereby increasing air pollution.
- 4.7 Increasing awareness of biodiversity, fauna and flora tends to increase how much people care about the issue. However large visitor numbers can also destroy such environments and therefore increasing visitor numbers needs to be managed carefully. In addition, when schemes are introduced, materials used need to be sensitive to the environment and can provide greater protection for some species.
- 4.8 All impacts of climate change are likely to be cumulative and permanent and are considerably impacted by traffic levels.
- 4.9 During all works implemented as a result of LIP3 the environment is considered during all stages. This is monitored through Harrow's Environmental Management System. Where necessary, materials will be changed and schemes revised to minimise the cumulative environmental impact.
- 4.10 From completing the SEA, it was determined that there are no significant adverse effects from the proposals outlined in LIP3.
- 4.11 The option selected for implementation in LIP3 was influenced by the analysis in the Environmental Report and the results of the consultation. However, the major influence on the final option selected was the obligation to implement the Mayor's Transport Strategy and the financial constraints which limit borough choices. The final option to be implemented will be a combination of all of the alternatives considered with the exception of the Do Nothing option.

5. Environmental benefits from LIP3

- 5.1 The findings of the Environmental Report are that no significant environmental impacts resulting from implementation of LIP3. The greatest environmental benefits resulting from implementing the initiatives in LIP3 will be on human health and air quality, however these

impacts although positive are also not significant. These issues are both more affected by issues beyond the control of the council.

- 5.2 The likely environmental benefits as a result of implementing LIP3 will be as follows:
- Increased trees planted as part of various schemes
 - Location specific improvements to air quality
 - Less car pollution as cars get cleaner and as a result of incentives to use greener vehicles particularly electric vehicles
 - Reduced road casualties
 - Better life expectancy as a result of less air pollution and more active travel
 - Increase in cycling – particularly cycling to school
 - Modal shift away from motorised vehicles towards walking and cycling improving local air quality
 - Healthier lifestyles from increased walking and cycling
 - Reduced congestion at specific locations – partly also as a result of economic issues
 - Less traffic dominance improving air quality
 - Reduced CO2 emissions from modal shift
 - Improved condition of material assets where schemes take place
 - Some areas regenerated
 - In some areas reduced pollution will cause less damage to heritage buildings

6. Monitoring the environmental impact

- 6.1 To ensure that the council takes full consideration of unforeseen changes as a result of implementing LIP3, the council will monitor the impacts on human health and air quality.
- 6.2 Programmes that impact on human health include all those that encourage walking, cycling, reduce accidents, increase road safety and improve air quality either through modal shift or using greener vehicles. This is the vast majority of programmes included in LIP3.
- 6.3 Programmes that impact on air quality include all those that reduce congestion, encourage use of sustainable transport, modal shift and encourage change of vehicle type to greener vehicles. This is also the vast majority of programmes included in LIP3.
- 6.4 Table 5 shows possible measures for monitoring impacts on air quality and human health:

Table 5: Measures for monitoring environmental impact of LIP3

SEA Issue	LIP3 environmental impact	Existing possible measures for monitoring
Air Quality	<ol style="list-style-type: none"> 1. Less traffic 2. Less school run traffic 3. Modal shift towards cycling 4. Increased use of <i>greener</i> vehicles 5. Reduced vehicle idling 	<ol style="list-style-type: none"> 1. Not easily measurable 2. Results of school hands up survey for car use 3. Cycle counters introduced across the borough 4. Number of <i>greener</i> vehicle parking permits issued and use of new electric charging infrastructure 5. Anti-idling campaigns

Population and Human Health	<ol style="list-style-type: none"> 1. Less road accidents 2. Increased school travel plans 3. Participation in Harrow Health Walks 4. Reduced level of diabetes and depression 5. Less respiratory illness as a result of better air quality 	<ol style="list-style-type: none"> 1. Measured by police through STATS19 2. Number of accredited school travel plans 3. Numbers participating in Harrow Health Walks 4. Impact will be over a longer time period 5. Impact will be over a longer time period
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6.5 Based on the information in Table 5 and on the available resources for measuring the environmental impact of LIP3, it is recommended that the following monitoring takes place:

For air quality: Results of school hands up survey for car use and cycle count data
 For population and human health: Total KSIs on Harrow roads, number of accredited school travel plans

6.6 The environmental impact of introducing LIP3 will be significantly influenced by many other issues and these other issues are likely to be greater than the impact of LIP3. These wider issues include the following:

- Impact of Brexit
- Possible impact of no deal Brexit
- State of the economy and employment levels
- Changing attitudes to car ownership
- National investment in public infrastructure and in particular rail infrastructure

6.7 The environmental data will be reported as shown in Table 6.

Table 6: Reporting of environmental impact of LIP3

Measure	Unit	Data Source	Frequency of reporting
School hands up survey	% of children using sustainable transport to get to school	School travel plan officer	Annual
Cycle count data	Total average daily cyclists passing all Council cycle counters	Traffic engineering	Annual
Total KSIs	Number of people killed and seriously injured on Harrow roads	STATS19	Annual – to be reviewed annually but reported on a 3 yearly basis
School STARS accreditation	Number of silver, bronze and gold accredited travel plans	School travel plan officer	Annual

6.8 The monitoring information for the environmental impact will be publicly available on request only.

7. Conclusion

- 7.1 The evidence base generated from the previous SEAs prepared for previous Harrow LIPs greatly helped the production of this SEA and statement for LIP3. It is likely that future SEAs in transport will also benefit from this.

Appendix A

Consultation Comment	Pre-consultation LIP3 content	Revised LIP3 content (changed wording shown in bold)
Air quality related		
<p>Suggest rewrite to: Improve freight servicing and delivery arrangements to reduce congestion and delays on the network, including encouraging consolidation centres and last-mile cargo-cycle or walking delivery of small orders, by limiting motor vehicle access to minor streets and pedestrianised areas.</p>	<p>Improve freight servicing and delivery arrangements to reduce congestion and delays on the network.</p>	<p>Improve freight servicing and delivery arrangements to reduce congestion and delays on the network and consider other types of freight delivery options that could reduce traffic congestion.</p>
Population and human health related		
<p>Policies should enable and encourage walking and cycling amongst disabled people, by providing wide, uncluttered footways, places to stop and sit, convenient and safe pedestrian crossings, parking for tricycles and other non-standard bikes, and a good quality cycling network.</p>	<p>Encourage the uptake of more sustainable modes of travel through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.</p>	<p>Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.</p>

Consultation Comment	Pre-consultation LIP3 content	Revised LIP3 content (changed wording shown in bold)
Borough should introduce street play time - after school where children can go out and play with friends without the risk of any cars driving by - this will prevent them sitting in front of the TV as an alternative.	As 'Liveable Neighbourhoods' and healthy streets are introduced, increased planting and street greening will be introduced and issues of severance caused by high traffic flow will be addressed.	As 'Liveable Neighbourhoods' and healthy streets are introduced, increased planting and street greening will be introduced, issues of severance caused by high traffic flow will be addressed, potential reallocation of road space to benefit sustainable transport, as well as road traffic restrictions and the possible introduction of play streets.
Encourage BAME members to cycle more	Not previously included	Introduce measures and programmes to encourage persons from BAME and other statistically cycling adverse groups to take up cycling and to cycle more often
Suggest rewriting as "Prioritise in all new schemes the needs of those with mobility difficulties who need to walk, cycle or drive to work, shops or other facilities	Prioritise in all new schemes the needs of those with mobility difficulties who need to drive to work, shops or other facilities	Prioritise in all new schemes the needs of those with mobility difficulties who need to walk, cycle or drive to work, shops or other facilities and local amenities
Educate motorised road users on the shared responsibility for safer cycle and motorcycle journeys, through driver and motorcyclist skills training and communications.	Educate road users on the shared responsibility for safer motorcycle journeys, through driver and motorcyclist skills training and communications	Educate road users on the shared responsibility for safer cycle and motorcycle journeys, through driver and motorcyclist/ cyclist skills training and communications

Consultation Comment	Pre-consultation LIP3 content	Revised LIP3 content (changed wording shown in bold)
Would like to see improving road safety for horse riders	Ensure that the safety concerns of all road users are considered in traffic schemes	Ensure that the safety concerns of all road users, including pedestrians, cyclists, horse riders and those in motorised vehicles are considered when developing any traffic scheme
Encourage the uptake of cargo bikes and electric bikes to replace van journeys. Add a policy of supporting businesses in switching from vans to cargo bikes.	Encourage modal shift towards more sustainable forms of transport	Encourage modal shift towards more sustainable forms of transport and in developing travel plans work with businesses to give consideration to support switching deliveries from vans to sustainable travel modes including cargo bikes
No mention of noise pollution, especially motorbikes and cars that are modified to make noise.	Not previously included	Work with schools and police with regard to issues of traffic noise pollution, particularly from motorcycles
Review cycle parking at all stations across the borough and ensure that provision meets likely demand	Review cycle parking at stations, particularly at Wealdstone, Harrow on the Hill, Stanmore and Rayners Lane stations	Review cycle parking at stations, particularly at Wealdstone , Harrow on the Hill, Stanmore and Rayners Lane stations and work towards cycling provision meeting likely demand at these stations and further afield

Consultation Comment	Pre-consultation LIP3 content	Revised LIP3 content (changed wording shown in bold)
The amount of anti-social behaviour displayed by teenagers on buses and in particular, recently, in the vicinity of Harrow Bus Station, is frightening people from using public transport and involving a lot of police resources, which could be better utilised elsewhere.	Not previously included	Support the police to address anti-social behaviour around Harrow bus station
Material Assets related		
All Bus stop clearways to be properly marked with cage painted on road	Not previously included	Ensure that road markings to better enable bus priority enforcement are prioritised in all schemes
Ensure growth and development conserve and enhance the borough's heritage assets	Ensure that all schemes implemented follow the Harrow public realm design guides ensuring best practice for materials and reducing street clutter	Ensure that all schemes implemented follow the Harrow public realm design guides ensuring best practice for materials, reducing street clutter and conserving the local environment
Cultural heritage related		

Consultation Comment	Pre-consultation LIP3 content	Revised LIP3 content (changed wording shown in bold)
<p>The wider context within which the historic environment is experienced is an important aspect of its settings and therefore its significance. Settings go beyond visual links to include atmospheric factors such as</p> <p>The increase in environmental aggressors deriving from emissions that could accelerate the erosion and decline of the historic fabric are an issue.</p>	Not previously included	<p>The development of enhanced public realm throughout the borough also needs to consider the impact of noise, dust, vibrations, pollution and vehicle emissions in the locality as these can detract from the enjoyment of any environment. Damage can occur through vehicle emissions which can accelerate the erosion and decline of an area’s historic fabric. The siting of signage, road markings, pavement works and crossings can all impact on the visual aesthetic of an area and their locations must be sensitively considered.</p>
<p>Measuring success which improve, enhance or better reveal the significance of heritage assets and their setting.</p> <p>Consideration should be given to the impact of proposals upon the setting of both the designated and non-designated assets together with the potential for unknown archaeology.</p>	Not previously included	<p>Ensure that all new public realm improvements and neighbourhood schemes consider their impact on heritage assets and their setting alongside the local archaeological potential as well as designated and non-designated assets</p>
Landscape	No comments received	
Biodiversity, Fauna and Flora	No comments received	
Soil	No comments received	

Consultation Comment	Pre-consultation LIP3 content	Revised LIP3 content (changed wording shown in bold)
Water	No comments received	
Climatic Factors	No comments received	

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REPORT FOR: CABINET

Date of Meeting:	30 May 2019
Subject:	Regeneration Programme Update - Building a Better Harrow
Key Decision:	No
Responsible Officer:	Paul Walker Corporate Director, Community
Portfolio Holder:	Cllr Keith Ferry, Deputy Leader and Portfolio Holder for Business, Planning & Regeneration Cllr Adam Swersky, Portfolio Holder for Finance and Resources
Exempt:	No, except for the Appendix 1 to this report which are exempt under paragraph 3 of Schedule 12a of the Local Government Act 1972 (as amended) in that they include information relating to the financial or business affairs of any particular person (including the Authority holding the information)
Decision subject to Call-in:	Yes
Wards affected:	All wards
Enclosures:	Appendix 1: Corporate Risk Register Extract (Part II - Exempt)

Section 1 – Summary and Recommendations

Reason for the Report:

To provide an update report to members on the progress of all Regeneration activity being designed and delivered across the borough.

Recommendations:

1. To note the successful progress on the delivery of the Council led Regeneration of Regeneration activity across the borough through both public and private partners.

Reason: (For recommendations)

To provide an update report to members on the progress of all Regeneration activity being designed and delivered across the borough.

Section 2 – Report

Introductory paragraph

2.1 The purpose of this report is to highlight progress to date of all Regeneration activity across the borough through a range of public and private partners.

2.2 The Councils Regeneration Strategy 2016-2026 has three core themes these are:

Place - Providing the homes, schools and infrastructure needed to meet the demands of our growing population and business base, with high quality town and district centres that attract business investment and foster community engagement.

Communities - Creating new jobs, breaking down barriers to employment, tackling overcrowding and fuel poverty in our homes and working alongside other services to address health and welfare issues.

Business - Reinforcing our commercial centres, promoting Harrow as an investment location, addressing skills shortages and supporting new business start ups and developing local supply chains through procurement.

2.3 The final page of the Strategy outlined the Actions, Performance Measures and Outcomes that would be delivered over eleven years.

2.4 The information below outlines the performance to date, primarily against the themes delivered and measured by the Economic Development and Research team.

2.4.1 Delivery of the Heart of Harrow Action Plan

Performance Measure: New homes created, new jobs created including: apprenticeships, local labour, private sector investment, new commercial space, new business located in Harrow and to progress against infrastructure delivery plan.

Outcome: £1.75bn development programme delivered, improved town centre facilities, renewed and expanded housing stock, healthier community
Increased economic activity and resilient business base.

Performance to date: Between 2014/15 and 2018/19 there have been 2,801 net housing completions. The total number of jobs in Harrow has risen to a record 98,000 in 2017, the highest number since recording began in 2000 (NOMIS). Total jobs include employees, self-employed, government-supported trainees and HM Forces. The delivery of the Regeneration Strategy through Planning Policy and Economic Development has enabled private sector investment, and the creation of new jobs. However, the job creation has been offset in part by the introduction of Permitted Development (9,900 lost jobs subject to all schemes being completed).

The council's Procurement and Planning Policies and Economic Development employment projects have led to 1,571 residents employed through the council's supply chain, and 865 employed on development sites. In this period 904 young people have been supported into employment and 469 into apprenticeships. Private sector led regeneration in the opportunity area includes the College Rd, Gayton Rd, Lyon Rd, St John's Rd and Harrow View sites.

2.4.2 Improving Harrow's Strategic Accessibility

Performance Measure: Service improvements to central London, Public Transport Accessibility Levels and improve numbers of people using public transport (bus and rail/tube)

Outcome: Enhanced offer to business, improved levels of inward investment and business retention levels increase.

Performance to date: A Wealdstone Transport study was completed in 2017 which assessed the future impact of the Regeneration Programme on the transport network and recommended transport interventions including a bus priority scheme to facilitate improved reliability and expansion of bus services in the town. Increasing the bus mode share was highlighted as important to facilitate growth. A bus priority scheme for the town centre has subsequently been under development and been subject to detailed modelling and ongoing

liaison with Transport for London (TfL). A comprehensive business case will be brought forward to TfL to request funding for the scheme in 2019.

TfL improvements in the pipeline for Harrow-on-the-Hill, Canons Park, Rayners Lane & Stanmore. Enhanced offer to business has included the introduction of revised procurement policies, over 27% of Harrow council's procurement is now spent locally (target 15%).

During this period 4,531 businesses have been supported through council events. Vacancy rates in district and town centres have reduced from 5.61% in June 2014 to 3.05% in June 2018. The Council has enhanced its offer to town centre and district centre businesses through improvements to Station Road, the running of a Meanwhile Pop Up Shops Project at Wealdstone & Rayners Lane and artists workspace at Whitefriars Studios and the Pinner Work hub. The Rayners Lane triangle public realm project will be completed by December 2018. A number of trader groups have been supported & established.

2.4.3 Investing In Improved Infrastructure

Performance Measure: Access to new or improved open spaces and sports/leisure facilities, access to improved libraries and other cultural facilities. Access to school places, production of local energy, local suppliers engaged and spend in the local supply chain. Reduce the percentage of residents living in fuel poverty and invest in Community Infrastructure Levy.

Outcome: High educational standards sustained, locally generated heat and power on major development sites. Healthier, more active community and improved accessibility of green spaces. Business growth and retention. Increased economic activity.

Performance to date: The Wealdstone Transport study highlighted the need to improve transport infrastructure to facilitate an increase in the walking and cycling mode share in accordance with the "healthy streets" aspiration in the London Mayor's Transport Strategy. A comprehensive liveable neighbourhood bid for Wealdstone is under development and will be submitted to TfL for consideration during 2019.

Harrow schools continue to be rated either Outstanding or Good. The Not In Education Employment or Training (NEET) figure is 1.2%. Economic Activity levels have increased from 76.7% in 2014 to 80.9% (NOMIS- Official Labour Market Statistic).

The number of Active Enterprises in 2014 was 14,000 and in 2018 (most up to date ONS Data) is currently 15,500. Survival rates at 1 year and 2 years were respectively 92% and 75% in 2014 (London 91% and 74%). The latest data (2016) only shows survival rates at 12 months which for Harrow was 91% and London 90% and for two years (2015) Harrow was 72% whilst London was 68%.

Two new public spaces will be delivered. One is in Harrow Town Centre, the private sector led Harrow Square and the Council led (GLA/Section 106

funded) Lyon Square (now known as Greenhill Place) which will be completed by March 2020. The second is the new Wealdstone Square which will be in place by Q2 2019/2020. Over £6m of Community Infrastructure Levy committed for investment. Over £40m spent in the local supply chain' to 'in the region of £79m spent in the local supply chain.

2.4.4 Maximising local economic benefits

Performance Measure: Jobs created including: apprenticeships, local labour and local suppliers engaged and spend in the local supply chain. Private sector investment, new commercial space, new business located in Harrow 15% spend with local suppliers and 500 young people into jobs and apprenticeships.

Outcome: Business start-ups increased, business growth/retention and increased economic activity. Skills profile further enhanced, economic benefits throughout the supply chain, improved business facilities and supporting infrastructure. Business growth, business resilience, jobs created enhanced skills and productivity.

Performance to date: Economic Activity levels have increased from 76.7% in 2014 to 80.9% (Oct 17 to Sep 18). Number of Active Enterprises increased by 30.5% between 2014 and 2017, to 14,555 (ONS). Business Survival rates at 1 year are 90.8%, based on businesses born in 2016. This is slightly below England's level of 91.6% (ONS Business Demography, 2017). The number of jobs in Harrow has increased by 9,000 between 2014 and 2017

As a result of Harrow council initiatives;

1,571 residents have been employed through the supply chain and 91 have moved into Apprenticeships (through council contracts). In addition 865 jobs have been created on local development sites as well as 84 Apprenticeships (these are non-council local developments).

In addition, the Xcite team and Learn Harrow have collectively supported 1,872 into employment. This includes 1,057 young people entering employment and Apprenticeships. The total number of Apprenticeships is 508.

Improved business facilities include the creation of Stanmore Place (Innovation Centre), Whitefriars Studios, and Pinner Hub

Section 3 – Achievements to date

3.1 The Council has built on its early successes by accelerating the pace of housing delivery; exploiting the Council's property assets; working with partners to improve Harrow's infrastructure; continuing to maximize the local economic activity for communities and businesses and focussing on the Heart of Harrow as an area of opportunity.

3.2 The Council's achievements to date are set out below:

- The Council has supported 4,531 businesses and has secured funding for pop up shop projects, business to business mentoring, and new workspace.
- The percentage of spend with local suppliers has increased to 27% of total spend in February of this current financial year (2018/19).
- The procurement policies and procedures have been reviewed to ensure a greater emphasis on securing jobs and apprenticeships for Harrow residents and support to Harrow's Community and Voluntary sector.
- £2.2m of external funding was been secured from the GLA and TfL and to deliver High Street improvements on Station Road and create new affordable workspace at the former Colart site.
- £1.3m of GLA funding has been secured to deliver a new public square in Wealdstone, and a new public place and additional work space at Lyon Rd (Greenhill Place). Construction work underway on Wealdstone Square and design being developed for the latter.
- £1,860m secured for Harrow Arts Centre (HAC) (£760k GLA funding and £1.1m Borough Community Infrastructure Levy;) project to ensure the site is planned better, to support improvements to the public realm, to bring empty buildings back into use, provide new modular units to replace the old units; to expand and improve provision for lessons & workshops and to provide workspace for artists & creative businesses.
- Town and district centre vacancy rates have fallen to 3.05% of empty shops across Harrow's district centres and Metropolitan Town Centre
- Private sector investment in the Heart of Harrow is at unprecedented levels with schemes on College Rd, Gayton Rd, Lyon Rd, St John's Rd and Harrow View sites.
- Harrow Housing completions target has been met. Between 2014/15 and 2017/18 there have been 2,801 housing completions

The Council has been recognised in:

- 2019 London Business Awards 2019: Highly Commended for "Best Apprentice"
- 2018 Place West London Winner Category: Town Centre
- 2017 Place West London Winner Category: Employment
- 2015 Best All Round Small Business Friendly Borough (Federation Small Businesses and London Council's)
- 2015 Runner Up - Best Work with Supply Chains and Small Businesses (FSB and London Council's)

3.3 Working in Partnership:

Working with developers and partners the council has an extensive programme of regeneration opportunities across the borough which include :

Canons, Rayner's Lane and Stanmore station car parks

TfL have selected Catalyst Housing Ltd as the preferred development partner, to provide provisionally 400 affordable housing on the site. The pre-application process will commence in Spring 2019 and it is expected that a planning application will be submitted towards the end of the year.

Harrow-on-the-Hill station

TfL proposed development for 600 units on the Harrow-on-the-Hill station site, is moving at pace with a planning application due to be submitted in the autumn 2019.

Cumberland Hotel site

Origin Housing is currently on site with Hill Development as their main contractor. The scheme will deliver a mixed use scheme development including over 200 residential units.

New Commercial Unit

The Commercial Unit on Cumberland Hotel site is planned to serve the new Lyon's Road. It is ideally located directly facing Lyon Road, with the Redrow Development scheme, due to complete 2019.

Origin Housing

The Northolt Road 120 residential unit scheme is on site. Origin are also planning to announce their development timetable for the 186 units, mixed use 1-17 storey 40% affordable consented Wealdstone sites (subject to S106 with GLA) at Palmerston Road.

Hyde/Barratt

Harrow Square scheme at 51 College Road is under construction, 318 units plus commercial and new library scheduled for Jan 2020

Harrow View East

Hyde Housing and Barratt Homes are progressing with their enabling works on the redevelopment of the former Kodak site alongside L&Q. Total capacity 1800 plus. Currently on site, building phase one of their scheme.

Harrow View West

Persimmons are constructing 315 units on the Harrow View West site.

Harrow School

The Council have adopted a Supplementary Planning Document, in collaboration with Harrow School, to plan the future of the estate. The school is Harrow's most well-known institution and the continued success of the school will continue to attract investment into the Borough. The school has

developed plans for a new science and sports block. Planning Committee resolved to grant planning permission, but the Mayor of London 'called-in' the application and directed that it should be refused in January 2018. Harrow School has now appealed the decision and the appeal was considered at ten day Public Inquiry which started on 30th April 2019.

Palmerston Road

Mixed use scheme with 222 co-living units has committee resolution to grant, in September 2018, subject to Section.106. Pre-demolition conditions have been discharged. Existing buildings to be demolished imminently, with the developer simultaneously seeking to discharge pre-commencement conditions.

3.4 The Council's Regeneration Programme

The Regeneration Programme Strategic Objectives is to make the best use of Council assets by building new homes, making the best commercial value of the assets, stimulating the local economy and giving the local community a sense of place.

Wealdstone Regeneration Plan

The Council has commenced the development of a Wealdstone Regeneration Plan The plan outlines the Councils ambition to regenerate Wealdstone and surrounding opportunity areas.

The Plan currently looks at the following areas:

- Complete or underway projects
- Future areas of opportunity within Wealdstone

The plan will transform into a Regeneration strategy and will form part of the Regeneration Masterplan for Wealdstone which will be brought back to Cabinet for approval.

Wealdstone Square

A scheme to transform the under-used public space in Wealdstone that sits between Holy Trinity Church and Subway into a new town square. Harrow Council was successful in securing a grant of £850k from the Greater London Authority under the London Regeneration Fund. The scheme is being led by the Economic Development team, Designs were agreed following consultation with businesses and the public. Works are underway and the scheme will be completed in Quarter 2 of 2019/20.

Depot redevelopment

The Planning committee resolved to grant planning permission for the revised scheme in January 2019. This is currently being considered by the GLA under Stage 2 of the referral process. The ongoing scheme is progressing to timescale to ensure that the warehouse spaces; MOT workshop, vehicle repair and body shop complete by the end of 2019 and full completion of offices and car park complete by July 2020 with turnkey operational date of

September 2020. At this stage the temporary building will be dismantled to create additional bus parking spaces.

Gayton Road

The Gayton Road scheme is being developed in partnership with Fairview New Homes (FNH). The development totals 355 homes of which 230 are owned by FNH, to be sold on the open market. In accordance with the terms of the land transaction agreed with FNH, the remaining 125 units are owned by Harrow Council on a long leasehold basis. Two blocks, comprising 72 units, are managed by the Housing Services at affordable rents. These units are currently held in the Council's General Fund and let as temporary accommodation. In addition to the affordable units the land transaction provided for FNH to build out a further block of 53 private units and associated 36 car parking spaces for the Council in lieu of the Council taking a receipt for its land. The private block owned by the Council also includes approximately 5,000 sq. ft of community / commercial space located on the ground floor. In November, Cabinet approved proposals to transfer the units to its wholly owned investment vehicle Concillium LLP for the purpose of letting the units in the Private Rental Sector (PRS).

Haslam House

Following a procurement process the Council decided not to make an award as tenderers did not achieve quality expectations set out in the tender. Consequently it has been decided to make a direct award which is permissible under the Public Contract Regulations. To this end, an approach has been made to 2 contractors who have recently either completed work or have passed the quality threshold to price for the job. The timeframe for completion of this exercise and contract award has been tentatively set for mid June 2019. Completion of the scheme is now expected to be in July 2020.

Waxwell Lane Car Park

The scheme plans the construction of 20 houses (2 of which are affordable and 2 shared ownership) at Waxwell Lane, a Selection Questionnaire has been sent to the open market asking for contractors to register an interest in the scheme. It is proposed that contract award of this scheme will take place in Aug/Sep 2019 with an estimated completion on site of March 2021.

Vaughan Rd

Vaughan Rd is an operational car park which is currently underutilised. The site is located on a one way road and there is considerable site constraints which hinder development proposals these include a dual carriageway, adjacency to train line and level changes across site. The Council is now reviewing alternative development opportunities for the Vaughan Rd site.

Poets Corner

The Poets Corner site is where the existing Council Civic Centre is currently located and therefore it has a direct interdependency with the Harrow New Civic Project. The site is ideal for development given its close proximity to

Harrow & Wealdstone station. The Council is currently reviewing its proposals for Poets Corner to achieve affordable homes and make the best use of the Council asset. The site is now directly linked with the Harrow Strategic Development Partner (HSDP) procurement process. The Council is currently exploring the possibility of accelerating the building of affordable homes on a small stand alone site within the Poets Corner scheme referred to as Plot S which is therefore excluded from the HSDP procurement process.

Harrow New Civic Centre

As detailed above the Harrow New Civic Centre project is interdependent with the Poets Corner project this is due to the location of the existing Civic Centre. The site is now directly linked with the Councils procurement of HSDP.

Byron Quarter

Byron Quarter is the location of the Council only Leisure Centre. The site is in an ideal location and backs onto Byron Park and is centrally located. The proposed scheme will deliver up to 850 new homes, including 130 build to rent units. The Council has recently reviewed their proposals to maximise the site and get the best possible outcome for the asset. Phase 1 of the site is now directly linked with the Councils Strategic Development Partner procurement process.

Greenhill Way

Greenhill Way is an operational town centre car park that currently underutilised by the local community. The site backs onto the Debenhams store. The Regeneration Programme review found that the proposals for Greenhill Way are in the earliest stage of design development looking at potential uses for the site such as: retail, student, residential or hotel. The Regeneration Review has suggested that the Council reviews the potential project options and explores the proposals outlining pros and cons for future development making best use of the site. The Council considered that Greenhill Way is a good centrally located site would gain the interest of a Joint Venture Partner. It was also recommended for the Council to engage with all town centre retailers to understand their long term plans for their sites.

Harrow Arts Centre

Harrow Arts Centre has adopted a new business plan which focusses on financial sustainability to meet its financial targets through increasing participation in the arts. This includes creating new multi functional rooms and refurbishing redundant rooms for the creative sector. This will be delivered through capital provided by the Council. The business plan has recently been produced and presented which demonstrates demand from organisations wishing to hire space for dance, music, drama, fitness, yoga and artists' workspace.

3.5 The Council's Housing Programme

Housing Schemes including Infill Housing Programme

Cabinet approved the new Homes for Harrow council house building programme in February 2019 for 639 new council homes. It is part funded by

£32m of grant awarded under the Mayors Building Council Homes for Londoners Fund. On the current Homes for Harrow infill programme 12 new family homes have been completed for rent and two for outright sale, with a further 13 homes currently under construction of which five are for sale as shared ownership. 10 of these are due for handover imminently.

Planning permission has also been received for a further 35 new homes, including one scheme of 26 homes and another of 9 homes to be developed for affordable rent. Until the recent funding announcement it has not been possible to progress with building these homes due to funding constraints. However these are now being taken forward and the build contract for the 26 home scheme will commence in April 2019.

Grange Farm

This Housing regeneration scheme will provide 574 new dwellings, with new community space and public realm to replace 282 existing homes. Planning permission was granted in March 2019 with the first phase of the project in detail and the remainder in outline. The council is awaiting confirmation of an allocation of £10m of funding for this scheme from the Ministry for Housing, Communities and Local Government's Housing Infrastructure fund. In April 2019, Cabinet was asked to approve the appointment of the contractor to directly deliver Phase 1 comprising 89 new flats, 68 for social rent and 21 for shared ownership. Work is due to start on demolishing the existing homes in Phase 1 in October 2019.

3.6 The Council's Education Programme

Schools Programme

The third phase for the school expansion programme is completed. The next stage is to monitor the impact of the Councils regeneration Programme and other large private developments on demand for school places. Two sites have been identified for new schools. Harrow View Primary School on the Kodak East site and space has been identified within the Civic Centre site for a new primary school. The focus moving forward will be on secondary school and Special Educational Needs and Disability (SEND) places.

Section 4 – Strategic Direction

4.6 The Regeneration Programme is overseen by the Council's Building a Better Harrow Board, established in January 2018 to provide, at Corporate Strategic Board level, an overarching strategic view of regeneration in its broadest sense across the Council, to have a clear understanding of the links between investment, performance and outcomes and to review and agree all regeneration projects before formal approval by Cabinet.

The terms of reference for the Board include: to take stock of wider interactions of regeneration programmes within the Council's Ambition Plan, patterns of need in the community and service delivery across the range of Council functions for example: impact on homelessness, care provision,

education, health. As well as broader economic impacts such as business rates, employment and health of the town centre.

The Board monitors the performance and budget of all regeneration projects across the Council and provides CSB members with the opportunity to understand the wider remit of the current regeneration programme and interrelationships between different elements of the programme, including housing, extra care, the Harrow New Civic Centre, the Depot development and the Poets Corner and Byron Quarter developments.

The Council is commencing a refresh of its Regeneration Strategy 2016-2026. This updated Regeneration Programme Strategy will be brought back to Cabinet in a later update for approval.

Risk Management Implications

Risk included in Corporate Risk Register:

The risk of failure to deliver a regeneration programme that is financially viable and meets its aims leading to a worsening of the Council's financial position and damage to our reputation resulting in an inability to pay the Council's debts and loss of support from residents and business is included in the Corporate Risk Register.

An extract of the Corporate Risk Register is attached (Appendix 1) showing the key measures in place to mitigate this risk and the risk rating.

As part of the Governance arrangements for the Regeneration Programme, risks are to be assessed at a project level and at individual project boards these will then be reported up to Building A Better Harrow Board on a monthly basis and through onto Cabinet on a quarterly basis in line with the corporate governance arrangements.

Procurement Implications

Any procurement arising from the updated Regeneration Strategy will be supported by the Council's Procurement Team and will comply with the Council's Contract Procedure Rules and Public Contract Regulations 2015.

Legal Implications

The Council has a range of powers to enter into the contractual arrangements arising from the regeneration programme, including the general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation.

The Council also has the power to dispose of acquire and dispose of land by agreement in accordance with Sections 120 and 123 of the Local Government Act 1972 subject to obtaining all appropriate consents and approvals and

ensuring that any grants of leases for more than seven years are for a consideration that is the best that can reasonably be obtained (unless secretary of state consent is obtained).

All procurement activity of works and services must be carried out in compliance with the Public Contracts Regulations 2015 and Council Contract Procedure Rules.

Financial Implications

In 2019/20 there are four council projects proceeding which require capital investment:

- Harrow New Civic Centre
- Poets Corner
- Haslam House
- Waxwell Lane

The Capital Programme, approved by Council in February 2019, includes capital budget of £24.885m to support these schemes:

- 2019/20 £19.692m
- 2020/21 £5.193m

When the Capital Programme is rolled forward, a budget of £0.510m will be included for the four schemes.

The funding included for Harrow New Civic Centre and Poets Corner is included as a place holder and this funding will not be drawn down until the approval of a Business case.

For Haslam House, once the award process has been completed, if the funding level or profile in the current Capital Programme requires changing, this will be managed and reported in accordance with Financial Regulations.

The Council has previously created financial capacity to fund the revenue elements of the Regeneration Programme. The total capacity was £5.1m of which £3.4m has been used and the balance remaining for 2019/20 is estimated at £1.7m. The on going revenue costs, cost of the procurement exercise, including external commercial and legal advice, will be contained within this remaining balance of £1.7m for 2019/20.

Equalities implications / Public Sector Equality Duty

The EQIA for the Regeneration Programme (attached)

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

Please find below the link to Building a Better Harrow website and Regeneration Strategy document 2015-2016:

<http://www.buildingabetterharrow.co.uk/#/about/>

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Director of Finance
Date: 1/5/19		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 1/5/19		

Section 5 - Procurement Officer Clearance

Name: Nimesh Mehta	<input checked="" type="checkbox"/>
Date: 1/5/19	

Ward Councillors notified:	NO, as it impacts on all Wards
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EqIA carried out:

YES

EqIA cleared by:

Section 6 - Contact Details and Background Papers

Contact: Paul Walker, Corporate Director, Community

E: paul.walker@harrow.gov.uk

T: 020 8416 8658

Background Papers: Equality Impact Assessment

**Call-In Waived by the
Chair of Overview and
Scrutiny Committee**

NO

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REPORT FOR: CABINET

Date of Meeting:	30 th May 2019
Subject:	Harrow Strategic Development Partnership
Key Decision:	Yes
Responsible Officer:	Paul Walker - Corporate Director, Community
Portfolio Holder:	Cllr Keith Ferry - Deputy Leader and Portfolio Holder for Planning, Regeneration and Employment Cllr Adam Swersky - Portfolio Holder for Finance and Resources
Exempt:	No, save for Appendices [2, 3, 4 and 5] to this report which are exempt under paragraph 3 of Schedule 12a of the Local Government Act 1972 (as amended) in that they relate to the financial or business affairs of any particular person including the Authority
Decision subject to Call-in:	Yes
Wards affected:	All Wards
Enclosures:	Appendix 1: Site Plans Appendix 2: Heads of Terms (Part II - exempt) Appendix 3: Evaluation Criteria (Part II - exempt) Appendix 4: Risk Register (Part II - exempt) Appendix 5: Information Memorandum 'The Proposition' to the market (Part II - exempt)

Section 1 – Summary and Recommendations

This report sets out the proposed procurement exercise to procure a Strategic Development Partner to assist with the delivery of a number of the Council's core strategic development sites within the Regeneration Programme.

Recommendations:

Cabinet is requested to:

1. Approve the Regeneration Programme Objectives, as set out in paragraph [3.2].
2. Agree a Strategic Development Partnership, established through a partnership vehicle, as the preferred delivery approach for the development of Core Sites in the Regeneration Programme.
3. Approve the commencement of the proposed procurement exercise to identify a Strategic Development Partner as set out in the report, as set out in paragraph 7.1.
4. Agree the proposition to be put to the market as part of the procurement exercise, as set out in Appendix 5.
5. Delegate authority to the Corporate Director - Community, following consultation with the Portfolio Holder for Planning, Regeneration and Employment and the Portfolio Holder for Finance and Resources, to:
 - a. make any necessary amendments to the draft procurement documentation and agree the final versions for publication; and
 - b. take all other necessary steps to conduct the procurement exercise, including shortlisting and deselection of bidders in accordance with the Public Contract Regulations 2015
6. To delegate authority to the Corporate Director – Community, to procure support for external commercial and legal advice to support the procurement exercise, the costs of which must be contained within the agreed financial capacity stated at paragraph 9.1.

Reason: (For recommendations)

In order to progress the delivery of the Council's Regeneration Programme for Core Sites in its ownership which will contribute to Harrow's regeneration ambitions.

Section 2 – Report

Introductory paragraph

- 2.1 Five years ago Harrow Council, with key stakeholders, set its ambitions to progress Harrow's growth and development. These plans were given a name: Building a Better Harrow (BaBH) and at the heart of that ambition was a determination to build good quality homes for Harrow's people. Harrow has attracted new investment in the borough and there are many developments coming to fruition, including Gayton Road and 51 College Road. There are also other plans in the consultation phase to continue to build new homes in the borough which include Transport for London's (TFL) development with Redrow Homes in the vicinity of Harrow on the Hill Station.
- 2.2 The Council is also committed as a landowner to contribute to the borough's regeneration. It has developed its own regeneration programme to contribute toward the BaBH ambition.
- 2.3 The purpose of this report is to seek Cabinet approval to commence a procurement process under the Public Contract Regulations 2015 using the Competitive Dialogue procedure, to procure a Strategic Development Partner to assist with the delivery of the Council's Regeneration Programme.
- 2.4 The major role of the development partner will be to work alongside the Council to deliver regeneration, new homes, social and economic benefits and a sense of place across the three Core Sites Council owned by the Council within the Harrow Area of Opportunity.
- 2.5 The Council has reviewed which of its sites would have the greatest impact and contribution to regeneration within Harrow's Area of Opportunity. The three sites (the Core Sites) selected comprise the Council's flagship Regeneration Project at Poet's Corner; Peel Road (which is the preferred site for the Harrow New Civic Centre) and Byron Quarter (Phase 1). The Greenhill Way site is not included at this stage as the site remains a key strategic site for future development opportunities in Harrow's town centre by contributing to the mix use of culture/leisure and retail.

Poet's Corner

Poet's Corner is the Council's flagship regeneration site. It is situated immediately to the south of Harrow & Wealdstone station. The site currently comprises the Council's existing Civic Centre and extends to c. 11.4 acres.

Peel Road

The site comprises of Peel Road, and adjoining land, and it is situated immediately to the north of Harrow & Wealdstone station and extends to 1.7 acres.

Byron Quarter (Phase 1)

The entire Byron Quarter site comprises of a number of leisure facilities including the Council's Leisure centre and extends to 19.3 acres. Only phase 1 is included within the procurement exercise and this extends to 3.7 acres and is situated in the south eastern corner of the site.

- 2.6 The Council is currently exploring the possibility of accelerating the building of affordable homes on a small stand alone site (Plot S) within the Poet's Corner scheme. Consequently, this site has been excluded from the red line boundary for Poet's Corner (colour coded on plans attached).

Indicative site plans outlined in redline are included at Appendix 1.

- 2.7 The Council has secured planning permission for a New Civic Centre on the Peel Road to contribute to the wider regeneration of Wealdstone. The Council's proposition to the market makes clear that it's preference is for the Civic Centre to be re-provided on Peel Road. However, the Council accepts the need to adopt a solutions led approach to ensure that the most effective delivery strategy is adopted. Alternative proposals within the context of the delivery objectives across all three Core Sites will be considered by the Council.
- 2.8 The outcome of the procurement exercise will be brought back to Cabinet for consideration and to seek a decision on the appointment of a Strategic Development Partner and the associated legal arrangements.

Options considered

- 2.9 The following options have been considered as delivery approaches in order to take forward the development of the Core Sites:

(i) Straightforward Site Disposal

An outright sale of the Council's land to a developer, in exchange for a capital receipt. This option has been discounted because it imposes insufficient controls to ensure the achievement of the Council's Regeneration Programme Objectives in relation to these strategically important sites. In addition, the Council's return would be limited to the undeveloped land values which would be unlikely to realise sufficient funds in order to re-provide the Civic Centre.

(ii) Direct Delivery

The Council obtains and implements the planning permissions itself, and delivers schemes directly via construction contracts at its own cost and risk. This option has been discounted as it would require the Council to take on an unsustainable level of debt and exposure to risk in relation to delivery of the schemes in the residential market place. The review of the Regeneration Programme highlighted the challenges facing the Council when seeking to ensure it has sufficient

capacity and expertise to deliver schemes of this scale and complexity.

(iii) Development Agreement

This option is based on the Council entering into a contract with a developer. The Council gives the developer an option to buy the land under a development agreement. The developer would have obligations to pursue the development of the sites including the obtaining of planning permission, following which land ownership would usually transfer to the developer. Under this structure the Council passes the development risk to the developer and the developer receives the development return. The Council receives a Capital receipt for the value of the land (valued prior to any development or planning) with potential for future payments when the land is developed.

The Council can set preconditions that the developer has to meet before the land passes to the developer, such as securing planning permission or funding. The development agreement can also set out the dates by which the key milestones are to be delivered.

Pros

- For a single site the approach can be a more straightforward procurement exercise than for a Strategic Development Partner.
- The development agreement passes the development risk to the third party provider. Broadly the landowner gets the land value whether or not the development works out, as long as the preconditions are met.
- This approach can work well for smaller sites.

Cons

- The Council will have less control and influence over the detailed aspects of development (including time and quality) as this will be controlled by the developer. Although some quality standards or benchmarks can be included in the development agreement, this has to be balanced with giving the developer the ability to make commercial and operational decisions as the project is implemented.
- It is more difficult to vary a development agreement to take account of different market and industry conditions so it is less flexible. This can be problematic over the course of a long- term project where market cycles changes to financial conditions and the Council's requirements are inevitable.
- To achieve the Council's objectives, the Strategic Development Partnership will offer the Council the potential of optimising the return to be reinvested (for example, to fund the Civic Centre).

This option has been discounted for the following reasons:

- The Council is seeking to use the Core Sites to have a broader regenerative effect both for the borough and the immediate neighbourhoods the sites are situated in. On that basis it will be important that the Council can influence the overall development of those sites during each phase and have sufficient control to ensure that the schemes progress.
- The Council requires a model that is flexible enough to deal with different market cycles, changes to financial conditions and changes in the Council's requirements which maybe required over such a long term period.
- The Council needs the Core Sites to support the acceleration of housing growth both to meet local housing need/ demand in the borough and to support the housing targets in the London Plan.
- Given the size of the Core Sites and the Council's requirements (which include the re-provision of a Civic Centre funded by the Core Sites), the Council needs to optimise any financial return in order to reinvest this to achieve its objectives.

(iv) Strategic Development Partnership

This option is based on the Council providing the land and capital funding with the development partner, who is selected following the procurement exercise, supplying finance, technical expertise and capital funding. Both the Council and the Strategic Development Partner put in equal shares of funding and/or equity. Together the Council and the Strategic Development Partner set up a Strategic Development Partnership sharing the risk and reward on a basis defined during the procurement exercise. The partnership is constituted as a separate legal entity, most usually a Limited Liability Partnership, which would be jointly owned and operated by the Council and the other partner, (or partners if there is more than one partner selected). The Council gives the Strategic Development Partnership the option to buy the land.

The Council can set preconditions that the partnership has to meet before any land is passed to it, such as securing planning permission or additional funding. The partnership agreement will also set out controls over the decision making, governance, finance, security etc. for the future.

Pros

- Using a Strategic Development Partnership model offers an integrated approach to development of sites which mirrors the ambitions of the Council as it makes its contribution to the wider regeneration ambitions of the Borough.
- The partnership offers the potential for an appropriate level risk related return for the Council as the Council shares in all of the returns;

- There is a greater level of control over development, timing, design etc as the Council will be an equal partner in the partnership making decisions.
- The partnership can be structured so that the Council and the development partner have equal incentives/ disincentives to behave in certain ways.
- The partnership approach is more flexible and so it can respond better to market changes and financial conditions over the course of a long term project. It can also respond to emerging opportunities flexibly such as additional sites which may become available during the life of the partnership.
- The partnership structure can be used to make the construction supply chain available to other community projects.
- Being a corporate partner gives the Council access to private sector skills and finance not otherwise available to it.

Cons

- The procurement process takes longer to select a development partner than a developer for a single site.
-
- In comparison with the direct delivery option the Council does apportion an amount of control to its development partner

2.10 It is therefore recommended that the Council seek to establish a Strategic Development Partnership, because:

- This option gives the greatest chance of achieving regeneration and development on a scale consistent with the Council's ambitions and objectives and enabling the wider economic and social benefits the Council requires.
- The flexibility of the partnership approach works best for multi-site and complex developments, in particular there is a high dependency between Poets Corner and Harrow New Civic, which will benefit from a flexible approach to phasing, labour and programming across the Core Sites.
- The partnership will give the Council greater influence and control over the detail of the development including timings and design quality which will impact on the delivery of the Council's wider objectives as Community Leader and place maker.
- The opportunities to access skills, finance, supply chain and other benefits through the life of the partnership can support the Council's wider Regeneration Programme and community works.
- The Strategic Development Partnership will offer the Council the potential of optimising the return to be reinvested in order to achieve the Council's objectives.

3. Background

3.1 The Council has a significant role in the regeneration of the borough. Through its role as a community leader it sets out, in consultation with other key stakeholders, the regeneration ambitions for the borough which are clearly defined in promoting a sense of place, promoting housing supply, stimulating investment and growth for prosperity, jobs and skills.

As the local planning authority, the Council defines local plans and as a direct owner of land, the Council can use its assets to contribute to the borough's regeneration ambitions and it is the latter role that this Cabinet report and recommendations are based upon.

The Council established a Regeneration Programme with the intention of delivering a quantum of development to contribute to Harrow's wider regeneration ambitions across the borough.

3.2 The objectives of the Council's Regeneration Programme are:

- *To contribute/deliver wider regeneration across the Borough via new and improved mixed tenure housing, civic and community facilities, new employment space and the enhanced use of property assets the Borough.*
- *To accelerate the pace of housing delivery across a portfolio of sites*
- *To secure wider economic and social benefits for local residents, including skills and training, health improvements and new employment opportunities*
- *Use existing and new property assets to optimise value for the Council*
- *To contribute to the delivery of well designed high quality places that make a difference for communities, businesses, residents and families both now and in the future.*

3.3 There have been a number of key decisions which directly relate to this procurement exercise.

September 2015 - Building a Better Harrow Delivery Programme - approval in principle to vacate the existing Civic centre and build a smaller and more efficient Civic centre in the Heart of Wealdstone.

September 2017 – Building a Better Harrow Autumn 2017 – approve the commencement of procurement for one or more delivery partners for the Poets Corner , Bryon Quarter, New Civic Centre and Greenhill way

December 2018 – Regeneration Programme Update- delegate the powers previously delegated to the Chief Executive to the Corporate Director Community.

4. Current situation

There is an established Harrow Strategic Development Partnership Programme Board (HSDPB), chaired by the Corporate Director - Community. This Board includes input from key operational Departments: Finance, Legal and Procurement. It also includes externally appointed advisors Avison Young (Commercial Property Advisors) and Pinsent Masons (Legal Advisors). The HSDP Programme Board sits within the Corporate Structure and reports regularly to the BABH Board.

5. Implications of the Recommendations

- 5.1 Cabinet needs to agree the proposition contained within this report to take forward the next stage of the procurement for a Strategic Development Partner. For consideration, this report outlines both the structure and governance arrangements which may form part of the legal arrangement once a Partner has been selected. The ultimate decision on the appointment of the Strategic Development Partner will be made by Cabinet following the completion of the procurement exercise, which is currently anticipated to be May 2020.

5.2 Structure of the Development Partnership

- 5.2.1 The Council intends to deliver sites via a new separate private entity set up as a Harrow Strategic Development Partnership (HSDP) and owned 50% by the Council and 50% by a private sector partner. HSDP is anticipated to take the form of a Limited Liability Partnership and be set up on a long term basis for a period likely to be 30-35 years.
- 5.2.2 The assets of the HSDP will comprise: (a) the Council's 3 Core Sites identified for development by the HSDP (each site would only be transferred once defined conditions have been satisfied e.g. viability and suitable planning permission) and capital funding (b) investment by the private partner which matches the value of each site and finance the Council transfers to the HSDP.
- 5.2.3 The HSDP will carry out construction works to develop the sites transferred to it and appoint a Development Manager to manage the sites. The Council will also have the option to offer future sites to the HSDP for development.
- 5.2.4 The HSDP will also provide construction works to Council owned sites, for example, to construct the Harrow New Civic Centre.

5.3 Governance of the Strategic Development Partnership

- 5.3.1 The key decisions of the HSDP will be reserved for decision by the Council and private partner as equal partners and will require unanimous approval.
- 5.3.2 Key decisions include approval of the HSDP's business plan and objectives, any alteration to the scope of the business plans any new partners, third party funding and any actions which fall outside of the business plan.
- 5.3.3 The Council and private partner will constitute a board of representatives for the day to day management and decision making of the HSDP (the "**Board**").
- 5.3.4 The Council will appoint representatives of its choice onto the Board and the private partner will appoint an equal number of representatives. The representatives of each party will have one collective vote and any decision must be made by unanimous approval.
- 5.3.5 The Board's decisions will include approving: defined activities set out in the business plans (e.g. disposals or acquisitions of assets) and agreeing the terms of contracts in accordance with defined fixed parameters. The establishment of a business team will have the responsibility of managing the day to day running of the development activities as set out in the agreed business plan.
- 5.3.6 Where the Council and private partner or Board cannot agree on a matter due to lack of unanimity, this will create a 'deadlock' which, if unresolved, will result in the winding up of the HSDP. The legal agreements will also contain appropriate provisions to deal with default of the private partner.
- 5.3.7 Once procurement process has completed, the Corporate Director – Communities, is required to report back to Cabinet to gain approval to appoint the successful Strategic Development Partner.

5.4 Additional services

Any additional works or services required will be procured by the HSDP in accordance with the HSDP's own procurement policy (agreed by the Council and private partner in advance) on a value for money basis and ensuring quality.

5.5 Resources

- 5.5.1 Internally the appropriate skills and experience are deployed to support the procurement process including senior staff from Regeneration, Finance, Legal, Procurement and Communications.
- 5.5.2 The process is being supported by external legal and commercial property expertise. The costs of the Procurement process are being funded within existing resources.

5.6 Staffing/Workforce

5.6.1 The Council's Regeneration Programme is both ambitious and challenging and to deliver effectively there is a requirement to have the skills and capacity in place to deliver.

The Regeneration review confirmed that the scale of development in Harrow requires:

- Focussed leadership, experienced in delivery,
- A commercial rigour at each and every stage,
- An integrated approach to development, procurement, design, construction and operation.

5.6.2 Therefore, to progress successfully through the pre market, procurement and set up phases of a Strategic Development Partnership heralds a significant workload and will require new capacity and capability within the Council.

5.6.3 Capacity will be strengthened through the appointment of a Commercial Development Director, for an 18 to 24 month period with an absolute focus on:

- Delivering commercial opportunities for the Council to maximise financial returns
- Building commercial relationships with developers and investors/funders
- Leading negotiations and securing a Strategic Development Partner that is right for Harrow's objectives
- Securing the best deal for Harrow

6. Risk Management Implications

There is a risk register for the Strategic Development Partnership procurement process which is included within (appendix 4).

7. Procurement Implications

7.1 The procurement of the Strategic Development Partner will be undertaken in compliance with the Public Contract Regulations 2015. The procedure that is most suitable for a procurement of this size and complexity is the Competitive Dialogue procedure. The use of this procedure will allow the Council to have detailed dialogue with potential interested parties at defined stages of the tendering to ensure that final submissions are technically and commercially as closely aligned to the Council's visions, objectives and outcomes for the strategic partnership.

7.2 The Council has explored the GLA's new London Development Panel known as LPD2 as a procurement route for a Development partner for

Harrow. LPD2 is a single- lot framework of 29 well established developers. House builders, contractors and Registered Providers of Social Housing (RP's). These have been through a GLA competitive procurement process. The panel can be used by Harrow Council and provides an efficient method for selecting development partners for their sites.

- 7.3 However this method of procurement has been discounted as it has been designed for a Development Agreement and is not the optimum approach to procure the Strategic Development Partnership.
- 7.4 The evaluation criteria are detailed in Appendix 3 of this report.

8. Legal Implications

- 8.1 Judicial review proceedings have been brought against local authorities in the past, questioning the legality of partnerships structured via separate corporate vehicles. However, in 2018 the High Court ruled the use of an LLP is lawful where the local authority's primary or dominant purpose is not a commercial purpose. Therefore, local authorities must identify the statutory powers and the purpose of incorporating the commercial vehicle before progressing such an approach,
- 8.2 This report has made the Council's objectives clear and therefore, the purpose of entering into a separate commercial vehicle.
- 8.3 The Council has a range of statutory powers to incorporate corporate vehicles: Section 1 of the Localism Act 2011 (known as the general power of competence) permits local authorities to do anything that individuals can do subject to any specific restrictions contained in legislation. Section 4 of the Localism Act still permits an authority to act for a commercial purpose, however, this must be done via a company rather than an LLP.
- 8.4 The Council is able to establish and participate in an LLP pursuant to the general power of competence above and where it is established to facilitate or is conducive or incidental to the discharge of any of its functions, the power set out in section 111(1) of the Local Government Act 1972.
- 8.5 The Council has statutory authority to hold property for a variety of purposes including those mentioned in section 120(1) of the Local Government Act 1972 which include for the benefit, improvement and development of their area. The Council also has the power to invest for any purpose relevant to its functions under any enactment; or for the purposes of the prudent management of its financial affairs (s.12 Local Government Act 2003).
- 8.6 The Council may dispose of land by agreement in accordance with Sections 123 of the Local Government Act 1972 and consequently, transfer land into the chosen corporate vehicle, provided that disposal is made having received the best consideration reasonable obtainable.

- 8.7 It is envisaged that the Council will nominate directors onto the board of the chosen corporate vehicle; however major commercial decisions will be referred back to Cabinet.
- 8.8 The title to each of the Core Sites has been reviewed. Whilst all are burdened by various covenants and legal impediments, it is envisaged that the Council will use its statutory powers of appropriation pursuant to the Housing and Planning Act 2016. Such powers extinguish title encumbrances insofar as they could impede development and instead allow any party whose rights have been infringed to claim compensation.
- 8.9 All procurement activity of works and services must be carried out in compliance with the Public Contracts Regulations 2015 and Council Contract Procedure Rules

9. Financial Implications

- 9.1 The Council has previously created financial capacity to fund the revenue elements of the Regeneration Programme. The total capacity was £5.1m of which £3.4m has been used and the balance remaining for 2019/20 is estimated at £1.7m.
- 9.2 This report recommends delegated authority to the Corporate Director – Community, to procure such advice and the costs to be contained within the overall capacity of £1.7m.
- 9.3 As the procurement exercise progresses, this will inform the future costs and cash flow implications for the council including the capital borrowing requirement, capital financing costs, financial returns and the on going support required.
- 9.4 At this early stage in the process such financial implications cannot be quantified and hence no adjustments are recommended to the Council's revenue budget or capital programme.
- 9.5 If the financial implications of the HSDP can be quantified at the point of setting the draft and final budget and the MTFs, scheduled for Cabinet in December 2019 and February 2020 respectively, the appropriate changes will be recommended. Should this not be the case the budget, MTFs and capital programme will be updated and reported in line with Financial Regulations.
- 9.6 The post of Commercial Development Director will be funded within existing resources (existing staffing budgets and the financial capacity as described above)

10. Equalities implications / Public Sector Equality Duty

The EQIA for the Regeneration Programme (attached)

11. Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

Please find below the link to Building a Better Harrow website and Regeneration Strategy document 2015-2016:

<http://www.buildingabetterharrow.co.uk/#/about/>

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input type="checkbox"/>	on behalf of the * Chief Financial Officer
Date: 21 st May 2019		
Name: Matthew Dineen	<input type="checkbox"/>	on behalf of the * Monitoring Officer
Date: 21 st May 2019		
Name: Nimesh Mehta	<input type="checkbox"/>	on behalf of the * procurement Officer
Date: 21 st May 2019		
Name: Paul Walker	<input type="checkbox"/>	Corporate Director
Date: 21 st May 2019		

Ward Councillors notified:	YES
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EqIA carried out:	YES
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EqIA cleared by:	
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Section 4 - Contact Details and Background Papers

Contact: Paul Walker, Corporate Director Communities, Direct Telephone No. paul.walker@harrow.gov.uk

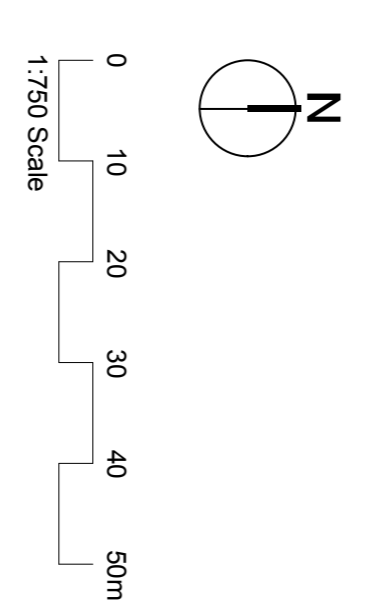
Background Papers: [Equality Impact Assessment](#)

Call-In Waived by the Chair of Overview and Scrutiny Committee	NO
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Notes

- Masterplan boundary phase 1
- - - Masterplan boundary phase 2



Drawing no.
BQ-E-SP-000

Drawing title
**Byron Quarter
Existing site plan**

Project		Byron Quarter	
Client		Harrow Council	
Drawn	AT	Checked	
Date	15.03.19	Status	Preliminary
Scale @ A1	1:750	Scale @ A3	1:5000

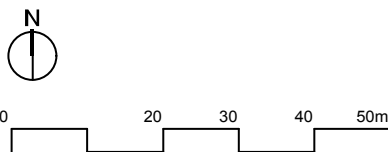
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Rev	Date	Description
B	15.13.19	Labelling amended
C	20.05.19	Redline ammended - legal
D	20.05.19	Redline ammended - legal

Notes

- - - Land owned by Harrow Council
- - - ISSC Ashram land (post landwap)
- - - Proposed new civic footprint

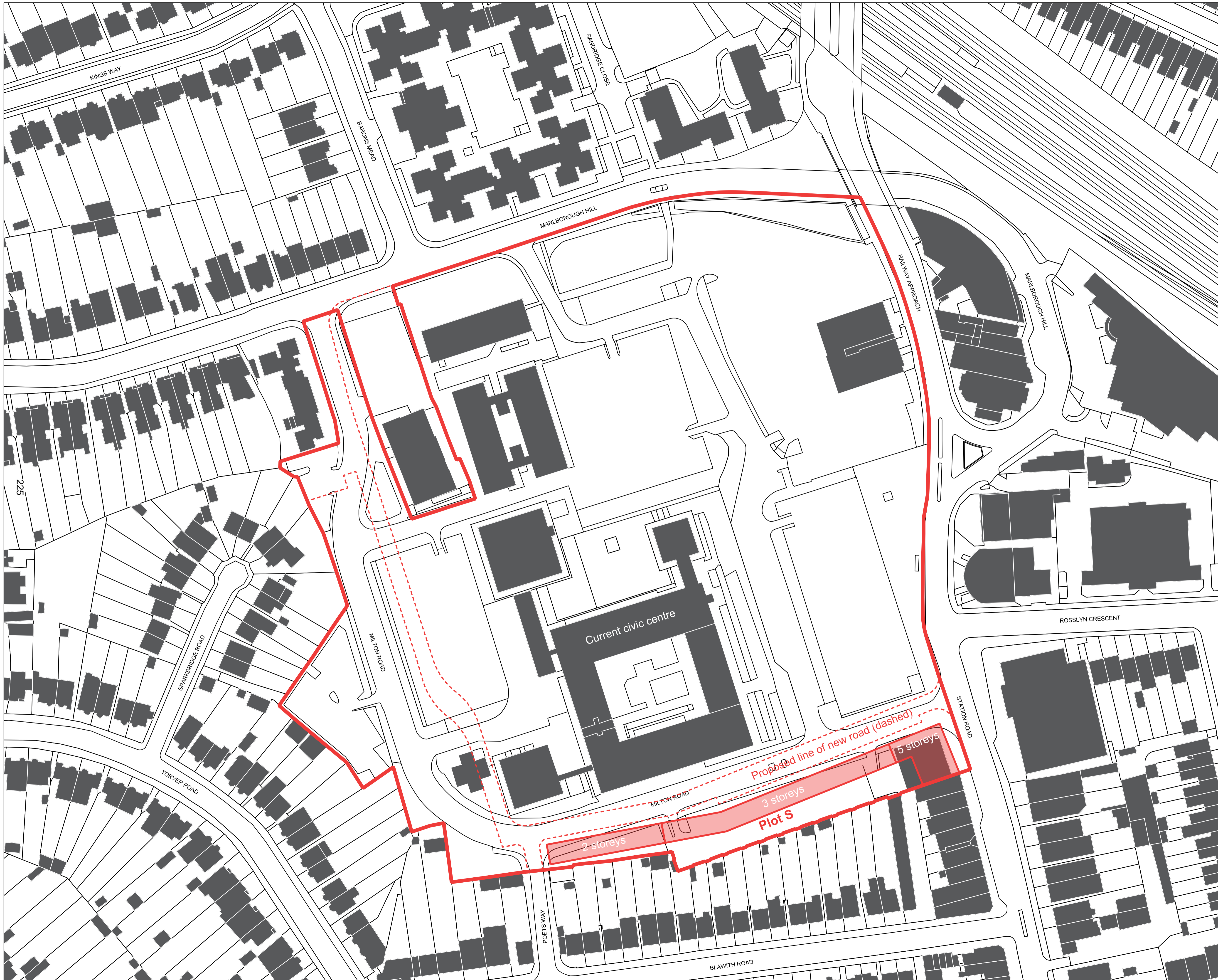


Drawing no. **PH-E-SP-000** Revision **D**
 Drawing title **Peel House Existing site plan**

Project	Peel House
Client	Harrow Council
Drawn	AT
Date	14.03.19
Scale @ A3	1:1000

BUILDING A BETTER HARROW

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Drawing No.	001		Revision	A
Drawing Title	Existing site plan Plot S location			
Project	Poets' Corner			
Client	Harrow Council			
Drawn	AT	Checked		
Date	06.12.18	Status	Preliminary	
Scale @ A3	1:2500	Scale @ A1	1:1250	

**BUILDING A BETTER
HARROW**

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REPORT FOR: CABINET

Date of Meeting:	30 th May 2019
Subject:	Harrow Road Safety Strategy
Key Decision:	Yes
Responsible Officer:	Paul Walker, Corporate Director - Community
Portfolio Holder:	Councillor Varsha Parmar, Portfolio Holder for Environment
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix A – Harrow Road Safety Strategy 2019

Section 1 – Summary and Recommendations

This report sets out the draft Harrow Road Safety Strategy for the borough and provides details regarding the initiatives that will be used to improve road safety in the borough.

Recommendations:

Approve the Harrow Road Safety Strategy set out at Appendix A subject to formal approval of the LIP3 by the full Council.

Reason: (For recommendations)

The publication of the road safety strategy also provides greater detail as to how the borough will implement many of the road safety initiatives identified in the Transport Local Implementation Plan (LIP3).

A Road Safety strategy is an effective way to show that Harrow is discharging its duty under the Road Traffic Act 1988. The Act requires authorities to prepare and carry out a programme of measures designed to promote road safety. A local road safety strategy is a central part of the evidence to show how this is being undertaken in Harrow.

Section 2 – Report

Introductory paragraph

- 2.1 The Transport Local Implementation Plan (LIP3) is a statutory document required under the GLA Act that sets out all the transport objectives and strategic policies that the borough will undertake to deliver the Mayor of London’s transport strategy (MTS) locally in Harrow.
- 2.2 The development and preparation of the third Transport Local Implementation Plan (LIP3) introduced a range of road safety policies which have all been subject to extensive public consultation and engagement with all stakeholders as a part of the LIP3 consultation process. LIP3 was approved by the GLA Deputy Mayor for Transport on 12th April 2019.
- 2.3 The last road safety plan was prepared in 2015. Since then a new Mayor’s Transport Strategy (2018) has significantly changed priorities with the adoption by the Mayor of London and by Harrow Council of a Vision Zero approach to road safety and the adoption of the Healthy Streets approach to deliver improvements.
- 2.4 Vision Zero has been adopted by the Mayor of London and subsequently by Harrow Council as part of the development of the Transport Local Implementation Plan (LIP3). The Vision Zero target for London is the elimination of all deaths and serious injuries from London’s streets by 2041. This target has also been adopted by the Harrow Council as part of LIP3.
- 2.5 The Healthy Streets approach is the underlying framework for the Mayor of London’s Transport Strategy. The Healthy Streets Approach is a system of policies and strategies to put people, and their health, at the centre of decision making. Harrow has adopted the healthy streets approach to all transport initiatives in the borough and in particular to deliver improvements that will enable the borough to improve road safety.
- 2.6 The healthy streets approach will help the borough work towards creating a safer, healthier and more attractive street environment.

- 2.7 These changes in approach to road safety require the road safety strategy to be updated to be in line with current best practice.

Options considered

- 2.8 No alternative options have been considered. The main policies and objectives accord with LIP3. The contents of the strategy have been developed following best practice advice from the Department for Transport (DfT) and Transport for London (TfL) and also considering the work of other local highway authorities.

Background

- 2.9 The Harrow Transport Local Implementation Plan 2019/20-2021/22 (LIP3) is the overriding transport policy for the borough. In developing LIP3 all transport objectives and policies underwent wide scale public consultation and revisions were subsequently made.

- 2.10 The Harrow transport objectives included in LIP3 that are most relevant to road safety are as follows:

- Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality
- Adopt a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041 and focus on reducing the number of motorcycle casualties across the borough

- 2.11 The full list of road safety policies developed as part of LIP3 are all included in the draft road safety strategy shown in Appendix A.

- 2.12 Based on Harrow LIP3 and the Mayor of London's Transport Strategy 2018, the borough developed road safety objectives for Harrow. These have been developed to support the wider transport objectives identified in LIP3.

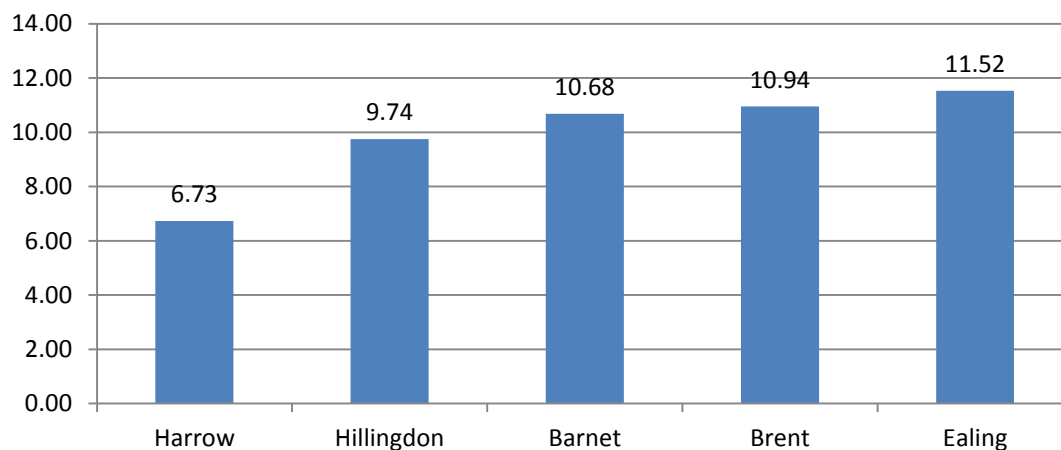
- Use engineering and enforcement measures to improve borough road safety
- Provide cycle training to Bikeability standards for children and adults who work, study or live in the borough
- Provide road safety education events in schools and road safety support for pre-schoolers to develop traffic awareness and road safety skills
- Conduct road user safety campaigns and road safety training courses aimed at reducing the number of collisions on the roads

- 2.13 The road safety strategy shows all the ways that the borough works towards delivering each of these objectives.

2.14 The strategy includes an analysis of patterns or road casualties in the borough. This information is used to determine where to best focus road safety initiatives.

2.15 An analysis shows that Harrow has less casualties per 1000 population than all neighbouring boroughs.

Total casualties (2015-2017) per 1000 population



2.16 Analysis on the impact of local safety schemes introduced in this period shows a reduction in KSIs of 84% following implementation of schemes and a reduction of 75% in all casualties.

2.17 The road safety strategy includes targets that will be used to measure the delivery of the road safety objectives and a road safety action plan.

Staffing/workforce

2.10 The delivery of the initiatives identified in the strategy will be undertaken by existing staff resources within the Traffic, Highways & Asset Management team and Community Engagement team.

Performance Issues

2.11 Implementing the Road Safety strategy will help to deliver Harrow’s corporate priorities and in particular making a difference for communities and protecting the most vulnerable.

2.18 The following table shows the Mayor’s Transport Strategy agreed targets for London and the associated Harrow target.

MTS Target	Harrow baseline	Harrow target	Year
Reduce the number of people who are killed or seriously injured by 65 per cent against 2005-09 levels	109	38	2022
Reduce the number of people who are killed or seriously injured by 70 per cent against	79	24	2030

2010-14 levels			
Eliminate all deaths and serious injuries from road collisions from London's streets		0	2041

2.19 The following is a list of targets that will be used to monitor progress on delivering the road safety strategy:

- Introduction of countdown crossings to 20% of all controlled crossings by 2021/22
- Reduction in pedestrian KSIs to 15 KSIs by 2022
- Reduction in number of vulnerable road user KSIs to 28 by 2022
- Provision of cycle training for over 1500 children and over 100 adults per annum

Environmental Implications

2.20 The road safety initiatives and measures contained in the Harrow Road Safety Strategy have been assessed as part of the Strategic Environmental Assessment (SEA) for the draft LIP3. The LIP3 SEA indicated that there are environmental benefits from delivering the initiatives included. The main benefits are improving air quality and also improving the population and human health. No negative environmental issues were identified as part of the SEA.

2.21 Key air quality benefits identified relevant to the road safety strategy are from reducing car travel as a result of modal switch.

2.22 Key population and human health benefits identified are from reducing casualties, encouraging active travel and as a result of improving air quality. The benefits associated with increased active travel and health walks are reduced diabetes and obesity levels.

Risk Management Implications

2.23 Risk included on Directorate risk register? No

2.24 Separate risk register in place? Yes. The delivery of interventions and schemes included in the strategy are subject to separate risk assessments.

2.25 The major risk to delivery of all schemes is lack of funding. None of the funding shown is guaranteed.

2.26 If funding is not available for identified initiatives, the timetable will change but there will still be an attempt to deliver the initiatives.

Procurement Implications

- 2.27 Where needed, consultants and contractors will be procured to deliver some proposals. This is business as usual. The work will be procured in line with the Public Contract Regulations 2015 and our internal Contract Procedure Rules .

Legal Implications

- 2.28 Section 39 of the Road Traffic Act 1988 (“RTA 1988”) places a statutory duty on local authorities to prepare and carry out a programme of measures designed to promote road safety.
- 2.29 The Harrow Road Safety Strategy will enable the Council to discharge its statutory duty under the RTA 1988 and ensure the safety of road users within the borough.

Financial Implications

- 2.30 Funding for the initiatives included in the strategy is predominantly provided by TfL annual LIP funding. There is no guarantee from TfL that the level of funding will be available over the lifetime of the LIP and therefore the figures included in LIP3 are indicative only and/or subject to a separate bidding process. The projects will only be implemented based on funding availability. Lack of funding will result in delayed delivery and/or the risk of not achieving the performance targets.

Equalities implications / Public Sector Equality Duty

- 2.31 LIP3 underwent an Equalities Impact Assessment which includes all the policies in this road safety strategy. In preparing the policies adopted in the Harrow Road Safety Strategy, the Council has had due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it as required under section 149 of the Equality Act 2010.
- 2.32 It is considered that the proposals in the Harrow Road Safety Strategy will be of benefit to all the people living within the borough and in particular the groups set out in the table below:

Protected characteristic	Benefit
Age (young and old people)	Increased independence from learning to cycle Improved safety for schools journeys from 20mph zones Health benefits from more active travel Safer and more sustainable journeys to school Better air quality particularly around schools Improved safety from road safety courses aimed at older people

Sex (Women in particular)	Women only cycle classes
Disability (People with mobility difficulties)	An improved environment for walking and cycling Reduced road speeds improving safety Cycle training for SEND schools

Council Priorities

2.33 The following table show the key inputs from the strategy that will support the Council priorities.

Council Priorities	LIP3 key input
Building a Better Harrow	Healthy streets, liveable neighbourhoods, 20mph zone extensions, road safety improvements, pedestrian crossings and cycle facilities, cycle training, road safety training.
Supporting Those Most in Need	Healthy streets, road safety and cycle training for vulnerable users / SEND schools, road safety improvements.
Protecting Vital Public Services	Healthy streets, liveable neighbourhoods, 20mph zone extensions, road safety improvements, pedestrian crossings and cycle facilities, cycle training, road safety training.
Delivering a Strong local Economy for All	Healthy streets, liveable neighbourhoods, 20mph zone extensions, road safety improvements, pedestrian crossings and cycle facilities, cycle training, road safety training.
Modernising Harrow Council	Camera enforcement, pedestrian countdown facilities at crossings

Section 3 - Statutory Officer Clearance

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 25/04/19		
Name: Abiodun Kolawole	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 26/04/19		

Name: Nimesh Mehta	<input type="checkbox"/>	on behalf of the Head of Procurement
Date: 23/04/19		

Name: Paul Walker	<input type="checkbox"/>	Corporate Director
Date: 29/04/19		

Ward Councillors notified:	YES, as a part of LIP3	
EqIA carried out:	YES, as a part of LIP3	
EqIA cleared by:	Dave Corby, Community - Equality Task Group (DETG) Chair	

Section 4 - Contact Details and Background Papers

Contact: David Eaglesham, Head of Traffic, Highways & Asset Management, 020 8424 1500, david.eaglesham@harrow.gov.uk

Background Papers:

Harrow Transport Local Implementation Plan (LIP3)

Road Safety Plan (2015)

Call-In Waived by the Chair of Overview and Scrutiny Committee	YES/ NO / NOT APPLICABLE*
<i>(for completion by Democratic Services staff only)</i>	<i>* Delete as appropriate If No, set out why the decision is urgent with reference to 4b - Rule 47 of the Constitution.</i>

Harrow Road Safety Strategy 2019



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1. Introduction

This strategy is being prepared to show how the borough delivers road safety improvements through the use of engineering, education, training and enforcement. The strategy also shows that the borough complies with the statutory duties as laid out in the 1988 Road Traffic Act and the Mayor's Transport Strategy 2018 (MTS). This road safety strategy will replace the previous road safety plan that was prepared in 2015.

Since the previous road safety plan was produced, there has been a new Mayor's Transport Strategy, with changes in priorities and the adoption by the Mayor of London and by Harrow Council of a Vision Zero approach to road safety.

Every year more than 2,000 people are killed or seriously injured on the roads in London. In 2017, 69 people were killed or seriously injured on the roads in Harrow. This is far too many. These casualties also significantly impact on the friends and families of the people killed or seriously injured.

Across London, more people are now walking, cycling and using motorcycles. This is all being encouraged through the political agenda. In particular walking and cycling are being promoted to encourage better health, more sustainable transport, to reduce motorised dominance of roads and to improve air quality. However people walking, cycling and using motorcycles are all vulnerable to road casualties and have an increased road casualty risk.

1.1 Legislation

Harrow has a statutory duty in regards to road user safety. This is based on the Road Traffic Act 1988 and also the Mayor's Transport Strategy 2018.

1.1.1 *The 1988 Road Traffic Act, Section 39*

The 1988 Road Traffic Act, Section 39, puts a "statutory duty" on all local authorities to undertake studies into road traffic collisions, and to take steps both to reduce and prevent them.

The significant wording in the Act is as follows:

- Each local authority must prepare and carry out a programme of measures designed to promote road safety and may make contributions towards the cost of measures for promoting road safety taken by other authorities or bodies.

Each local authority -

- Must carry out studies into accidents arising out of the use of vehicles on roads or parts of roads, other than trunk roads, within their area
- Must, in the light of those studies, take such measures as appear to the authority to be appropriate to prevent such accidents, including the dissemination of information and advice relating to the use of roads, the giving of practical training to road users or any class or description of road users, the construction, improvement, maintenance or repair of roads for which they are the highway authority and other measures taken in the exercise of their powers for controlling, protecting or assisting the movement of traffic on roads

1.1.2 *Mayor's Transport Strategy 2018*

Road safety is a priority for London and the Mayor's Transport Strategy sets out the objective of eliminating all deaths and serious injuries on the city's network by 2041. This is known as Vision

Zero. The key policies and proposals in the MTS that drive Harrow's road safety initiatives are as follows:

Policy 3

The Mayor, through TfL and the boroughs, and working with stakeholders, will adopt Vision Zero for road danger in London. The Mayor's aim is for no one to be killed in or by a London bus by 2030, and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041.

Proposal 9

The Mayor, through TfL, the boroughs and policing and enforcement partners, will seek to reduce danger posed by vehicles by:

- a) Introducing lower speed limits and improving compliance with speed limits through design, enforcement, technology, information and appropriate training.
- b) Conducting a systematic review of all road junctions, introducing road danger reduction measures at locations that pose significant risk to vulnerable road users.
- c) Working to ensure that vehicles driven on London's streets adhere to the highest safety standards, starting with a new Direct Vision Standard for HGVs and including the introduction of new vehicle technologies such as Intelligent Speed Assistance and Automatic Emergency Braking.
- d) Delivering a programme of training, education and (working with the police) enforcement activities to improve the safety of vulnerable road users, including the delivery of improved and new training for motorcyclists and working with stakeholders, including the freight industry, to improve standards of professional driving.
- e) Working with stakeholders to improve the emergency response to collisions, support victims of road crime, improve accountability and transparency, and learn from collisions.

Proposal 10

The Mayor, through TfL and the boroughs, will collaboratively set out a programme to achieve the Vision Zero aim of reducing the number of people killed or seriously injured on London's streets to zero.

1.2 Harrow transport objectives

As part of developing Harrow's Local Implementation Plan 2019/20-2021/22 (LIP3), Harrow developed objectives that drive transport delivery in the borough. These objectives were widely consulted on as part of the LIP3 consultation and are all provided in

Appendix A - Harrow's transport objectives. Key to road safety in the borough are objectives 1 and 2. These are as follows:

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality
2. Adopt a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041 and focus on reducing the number of motorcycle casualties across the borough

1.3 Harrow road safety policies

Harrow's Transport LIP3 also developed road safety policies that were also widely consulted on as part of the LIP3 consultation. These policies are as follows:

- RS1 Adopt a Vision Zero approach towards eliminating all road deaths and serious injuries by 2041
- RS2 Employ a road danger reduction approach to design, using the streets toolkit for designers, Road Safety Audit, and Healthy Streets Check for Designers
- RS3 Prioritise schemes that maximise casualty reduction predictions and pose the highest risk to vulnerable road users and in particular the numbers killed and seriously injured per annum for the available finance
- RS4 Ensure that the safety concerns of all road users, including pedestrians, cyclists, horse riders and those in motorised vehicles are considered when developing any traffic scheme
- RS5 Prepare a programme of 20 mph zones in the borough and incorporate these into schemes for future TfL funding
- RS6 Increase the extent of 20mph roads in the borough and expand the existing 20mph zones to cover more areas where people live, work and shop and where children travel to school
- RS7 Work with the parking service and police to enforce and promote safe driving and parking in school zones
- RS8 Where possible use engineering solutions to minimise the need for additional road safety enforcement
- RS9 Maintain an effective method of accident monitoring for the borough
- RS10 Use accident statistical data to recognise trends and deliver targeted educational and engineering initiatives, with a focus on roads with a higher risk of motorcyclist collisions
- RS12 Educate road users on the shared responsibility for safer cycle and motorcycle journeys, through driver and motorcyclist/cyclist skills training and communications
- RS13 Promote Motorcycle Industry Association (MCIA) accredited training providers to motorcyclists looking to undertake Compulsory Basic Training
- RS14 Provide BikeSafe vouchers for subsidised courses delivered by local Motorcycle Industry Association (MCIA) accredited training providers
- RS15 Improve the safety of street design by following the design guidance set out in TfL's Urban Motorcycle Design Handbook
- RS16 Encourage safe and considerate driving, at appropriate speeds, as part of travel awareness and road safety education campaigns and review existing speed limit to ensure they are appropriate to the location
- RS18 Carry out road safety audits of all new significant traffic and highway proposals

- RS19 Deliver appropriate road safety interventions and resources for road users aged 60+ by targeting community groups, day centres and social clubs, facilitating bespoke workshops and presentations and providing road safety literature
- RS22 Work with the Metropolitan Police in using their powers of enforcement to deal with illegal cycling on pavements and footpaths

Other agreed school transport policies relating to road safety and included in LIP3 are as follows:

- S4 Provide and promote cycle training for children and adults who work, study or live in the borough
- S6 Work with TfL to ensure take-up of Children's Traffic Club, a London road danger reduction education resource for pre-schoolers
- S7 Work with TfL to ensure take-up of the Safety and Citizenship pre-transition safe and responsible behaviour sessions for Year 6 pupils
- S8 Work with TfL to ensure take-up of the Junior Travel Ambassador and Youth Travel Ambassador schemes, addressing transport and road safety issues in schools
- S9 Provide road safety education events at schools and colleges throughout the borough
- S11 Work with schools to reduce the number of school trips made by car and liaise with schools regarding suggested highway works required in school locality

2. Vision zero

Vision Zero is a multi-national project that aims to achieve a highway system with no road traffic fatalities or serious injuries. A core principle of Vision Zero is that 'life and health can never be exchanged for other benefits within the society'. Prior to Vision Zero, measures to address road casualties were considered using a social cost benefit analysis.

Vision Zero started in Sweden, but has now been introduced to varying extents in Germany, the Netherlands, Canada, the USA and the UK.

The Mayor's Vision Zero Action Plan identifies and addresses the key issues for road safety in London which are safe speeds, safe streets, safe vehicles, safe behaviours and the post-collision response.

The Vision Zero target for London is the elimination of all deaths and serious injuries from London's streets by 2041. Harrow has adopted this target for the borough.

3. Healthy streets approach

The Healthy Streets approach is the underlying framework for the Mayor of London's Transport Strategy. The Healthy Streets Approach is a system of policies and strategies to put people, and their health, at the centre of decision making. Harrow has adopted the healthy streets approach to all transport initiatives in the borough and in particular to deliver improvements that will enable the borough to improve road safety.

Adopting the Healthy Streets approach is intended to ensure that the whole community feels comfortable and safe on the streets and do not feel worried about road danger.

The healthy streets approach will help the borough work towards creating a safer, healthier and more attractive street environment. The healthy streets approach is not a quick fix to deliver change, it is a long-term plan for improving people’s experiences of streets, helping everyone to be more active, safer and enjoy the health benefits of an improved environment.

Figure 1 shows the ten indicators that are used to measure Healthy Streets.

Figure 1: Healthy Streets indicators



4. Harrow road safety objectives

Based on the Harrow LIP3 and the Mayor of London’s Transport Strategy 2018, the following are the road safety objectives for Harrow:

1. Use engineering and enforcement measures to improve borough road safety
2. Provide cycle training to Bikeability standards for children and adults who work, study or live in the borough
3. Provide road safety education events in schools and road safety support for pre-schoolers to develop traffic awareness and road safety skills
4. Conduct road user safety campaigns and road safety training courses aimed at reducing the number of collisions on the roads

The road safety objectives fit well with the Healthy Streets indicators and this is shown in Table 1.

Table 1: Road safety objectives link to healthy streets

Objectives	How each objective contributes to the Healthy Streets Indicators' scores
------------	--------------------------------------------------------------------------

	Pedestrians from all walks of life	Easy to cross	Shade and shelter	Places to stop and rest	Not too noisy	People choose to walk, cycle and use PT	People feel safe	Things to see and do	People feel relaxed	Clean air
Use engineering and enforcement measures to improve borough road safety	✓	✓				✓	✓		✓	
Provide cycle training to Bikeability standards for children and adults who work, study or live in the borough					✓	✓	✓		✓	✓
Provide road safety education events in schools and road safety support for pre-schoolers to develop traffic awareness and road safety skills	✓					✓	✓			✓
Conduct road user safety campaigns and road safety training courses aimed at reducing the number of collisions on the roads	✓					✓	✓			

5. Accident causes

Most road accidents have several causes, the main ones being human error, environmental problems and mechanical faults. Human error is a factor in over 90% of all road collisions in London. Vehicles travelling at inappropriate speed are a key factor in many of these accidents. Other issues that need to be addressed to reduce road casualties include making the streets feel safer, improving the safety of vehicles and encouraging safer road user behaviour.

Recent analysis of accident data has shown that people are more at risk per journey when walking and cycling in outer London than in central London. The absolute numbers of injuries among people who walk, cycle and use motorcycles are highest in inner London. However those walking or cycling in outer London boroughs are at most risk per kilometre travelled. This is concerning as the borough needs to encourage increased walking and cycling in order to ensure sustainable growth across the borough, to improve personal health, address climate change and to ensure a sustainable future.

The borough can play a significant role in reducing traffic speeds, removing the dominance of the car in town centres, improving the street environment and improving road user behaviour.

5.1 Speed

The speed at which people are travelling is the single most important determinant of both the likelihood of a collision occurring and the severity of the outcome. If a pedestrian is hit by a vehicle at 20mph, they are about five times less likely to be killed than if they were hit at 30mph. Inappropriate speed is a factor in up to 37 per cent of collisions resulting in death or serious injury on London's streets. To address speed on the roads in Harrow, the borough has a programme of rolling out 20mph zones around schools in the borough. Around 50% of the road network is covered by 20mph speed restrictions and the borough will work to increase this.

5.2 Street environment

Reducing danger at locations where the likelihood of injury is higher than in other places helps to make the streets feel safer. This is particularly a problem at junctions where cyclists and motorcyclists are most vulnerable. In Harrow, improving the safety of streets is delivered through introducing local safety schemes, 20mph speed limits and also by reducing the dominance of motor vehicles in the streets and particularly in town centres.

Local safety schemes are introduced where clusters of accidents have occurred. The types of improvements that can be made to improve safety for in local safety schemes are: improved and new crossing facilities such as Countdown times, Zebras, Pelican, Puffin and Toucan crossings, or all red phased signalled crossings; traffic speed limit signs; vehicle activated traffic speed signs; improved lighting; and changes to parking regulations to improve visibility for pedestrians.

Reducing the dominance of motor vehicles in the streets is best done through introducing liveable neighbourhoods. Harrow has a programme of liveable neighbourhood schemes that the borough would like to implement, however funding for these schemes has not yet been secured.



5.3 Road user behaviour

Streets can often feel as safe as the physical and social environment created by the local surroundings. Risk-taking, stupidity, carelessness and antisocial behaviour can all cause traffic collisions and are also particularly dangerous for those walking, cycling or using motorcycles.

Police data shows that 93 per cent of all factors contributing to collisions in London are due to a limited number of behaviours:

- Inappropriate speed
- Risky manoeuvres
- Distraction
- Drink/drug driving
- Vehicular and driver/rider non-compliance

6. Targets

The following table shows the Mayor's Transport Strategy agreed targets for London and the associated Harrow target.

MTS Target	Harrow baseline	Harrow target	Year
Reduce the number of people who are killed or seriously injured by 65 per cent against 2005-09 levels	109	38	2022
Reduce the number of people who are killed or seriously injured by 70 per cent against 2010-14 levels	79	24	2030
Eliminate all deaths and serious injuries from road collisions from London's streets		0	2041

7. Casualty data reporting

STATS 19 is the protocol used by the police for recording road accident data which is compiled by the Department of Transport. This is used for all injury crash data reported to the police.

Legislation defines the duty of the public to report a personal injury road accident. The Road Traffic Act 1988 stipulates that all fatal or injury accidents on public roads involving at least one mechanically propelled vehicle should be reported by the public to the police unless insurance documents, name and address, and details of vehicle ownership and registration are exchanged between drivers.

Since November 2016, the police have used a new method of assessing injuries and collision reporting. Under the new systems officers use an 'injury-based assessment' as well as online self-reporting. This contrasts with the previous system where officers recorded whether, in their judgement, an injury was 'slight' or 'serious'. The use of these new systems has resulted in improved accuracy in the recording of injury type, with more injuries being classified as serious rather than slight. These changes are expected to provide a better assessment of injury occurrence and severity but have made data collected from November 2016 onwards difficult to compare with earlier data.

The introduction of online self-reporting has made it easier for members of the public to report collisions to the police. A result of this is that there has been an increase in the number of self-reported casualties during 2017 compared to 2016. This has contributed to an overall increase in the number of casualties reported on London's roads during 2017.

Following the changes in reporting, TfL commissioned the Transport Research Laboratory (TRL) to undertake a back-casting exercise to enable pre November 2016 data to be compared with post November 2016 data. This back-casting data has been used in this report for all data other than that shown in the maps.

8. Casualty Analysis

Casualty data analysis is crucial in determining that road safety engineering as well as education and enforcement are appropriately directed to ensure the best results.

More than twice as many men than women were killed or seriously injured on roads in Harrow in 2017. This may be the result of higher risk taking by the male population but there may also be many other factors involved. Increased numbers of older people are involved in accidents, but this is partly because people are living longer and many are more mobile than in previous years. Studies have also shown that people from more deprived areas, some ethnic minorities, disabled people, children and older people are all disproportionately affected by road danger.

Road casualties are influenced by a combination of issues. These include:

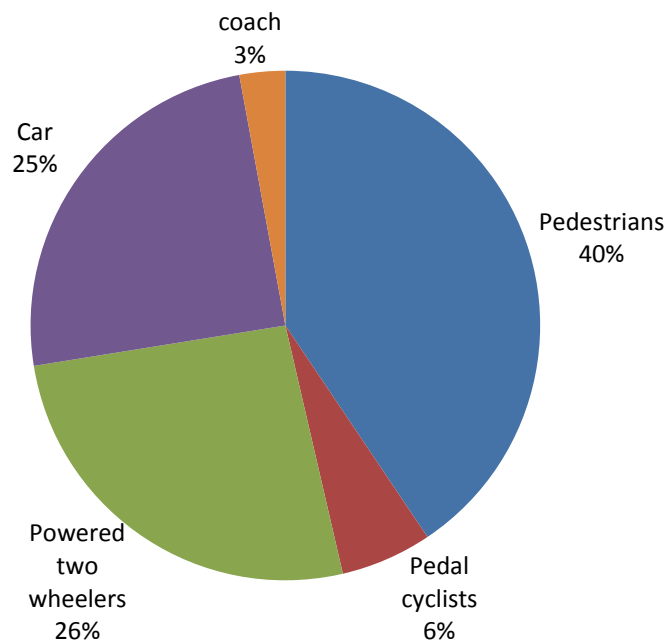
- The distance people travel
- Modes of transport used
- Behaviour and speed of driver and of other travellers - drivers, passengers, cyclists, motorcyclists, pedestrians, alcohol consumed, tiredness
- Weather and lighting such as snow, ice, poor lighting etc.

The available casualty data is used to influence the road safety initiatives introduced.

Travel mode KSIs in Harrow

Figure 2 show the vulnerability of pedestrians and motorcyclists in being injured on the roads in Harrow. The relatively low number of cyclist KSIs is partly a result of the low number of people cycling in the borough. Cycling numbers are also low partly as a result of the long distances needed to travel to inner-London jobs.

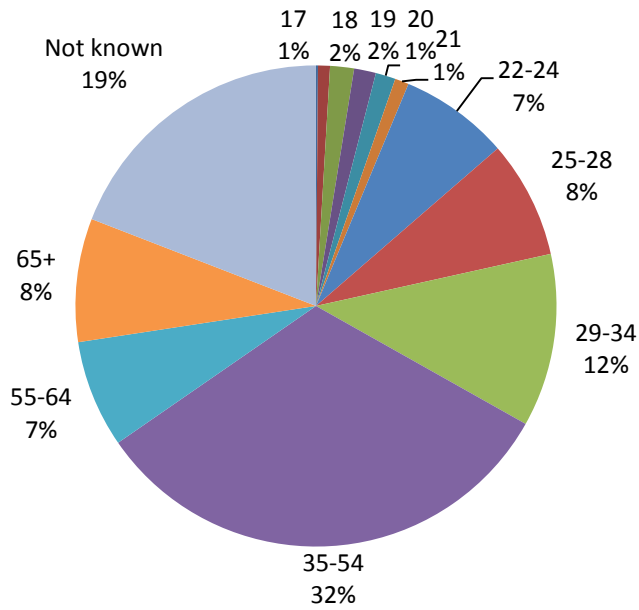
Figure 2: Fatal and serious casualties by mode in Harrow, 2017



Driver age group

Figure 3 shows the ages of drivers involved in collisions in the borough. This will help to direct educational and promotional road safety resources to the right age groups.

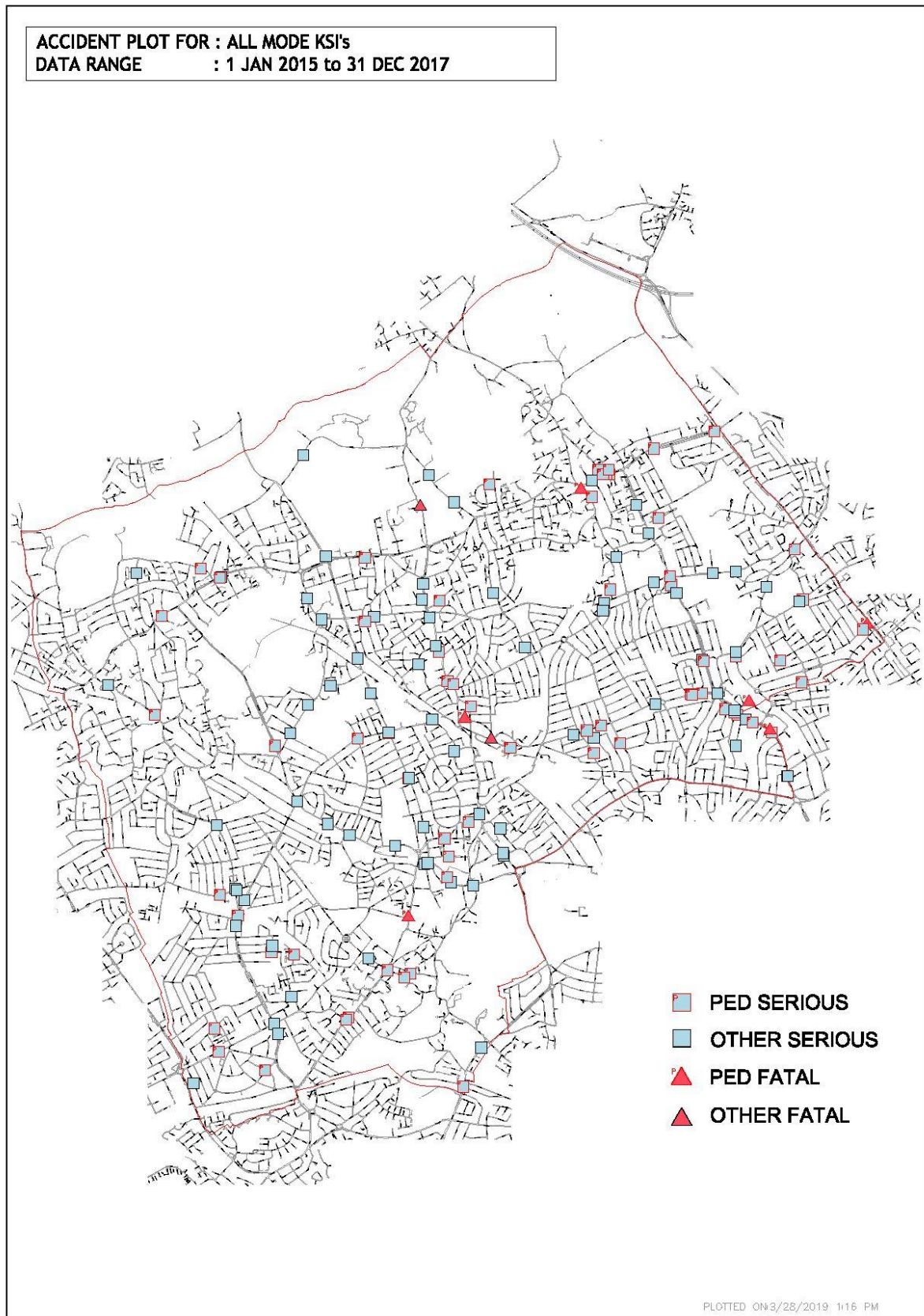
Figure 3: Driver age group for vehicles involved in collisions in Harrow, 2017



8.1 Casualty patterns

Figure 4 shows all mode KSIs only in the borough between 2015 and 2017. These maps show that there are no discernible clear patterns of KSIs in the borough. This is partly as a result of the overall low casualty rates.

Figure 4: All modes KSI 2015-2017



Motorcyclists, cyclists and pedestrians are most vulnerable on the roads. For this reason, these accidents are looked at particularly carefully. Figure 5, Figure 6 and Figure 7 show KSI borough maps separately for each of these road user types.

Figure 5: Pedestrian KSIs 2015-2017

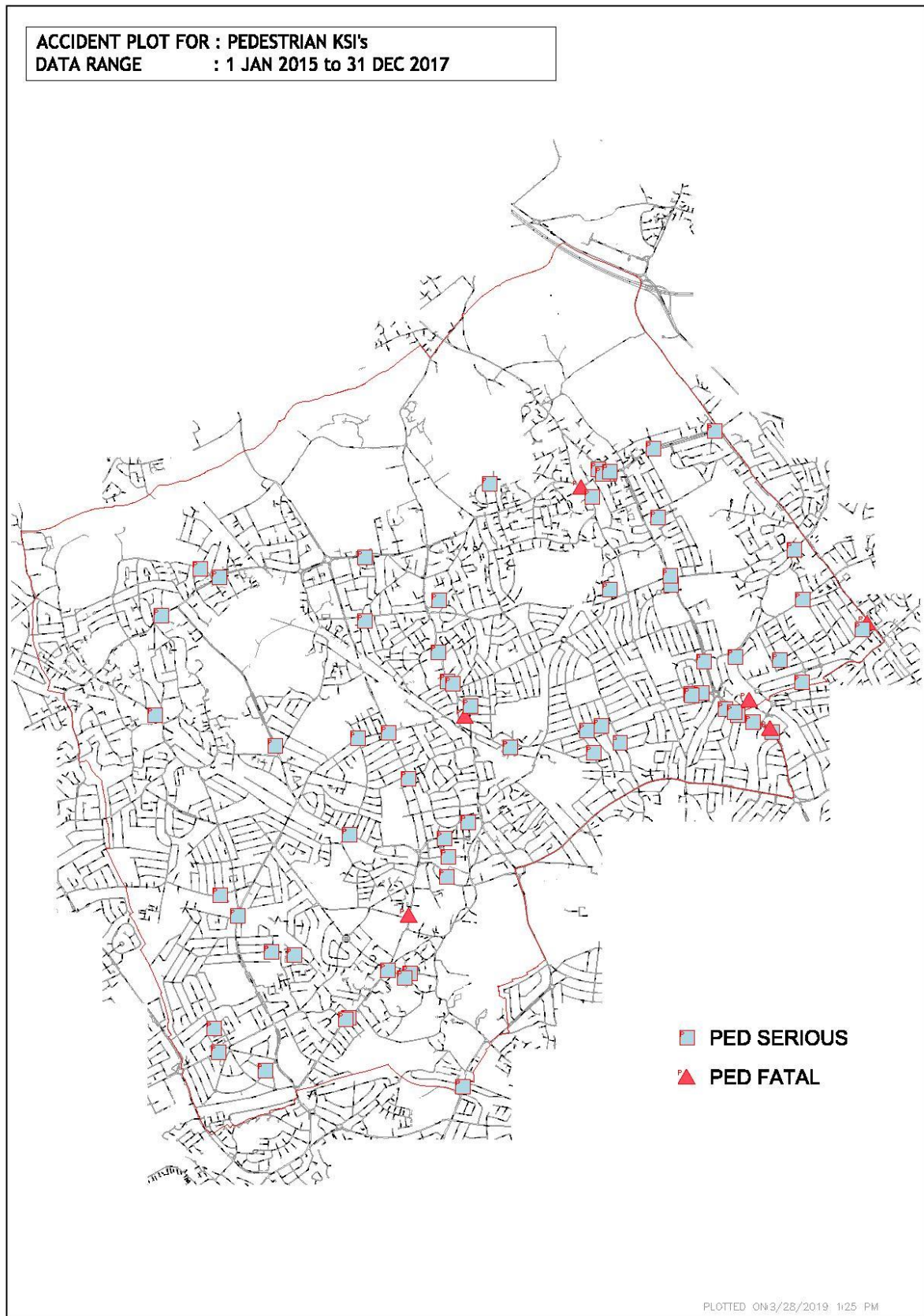


Figure 6: Cyclist KSIs 2015-2017

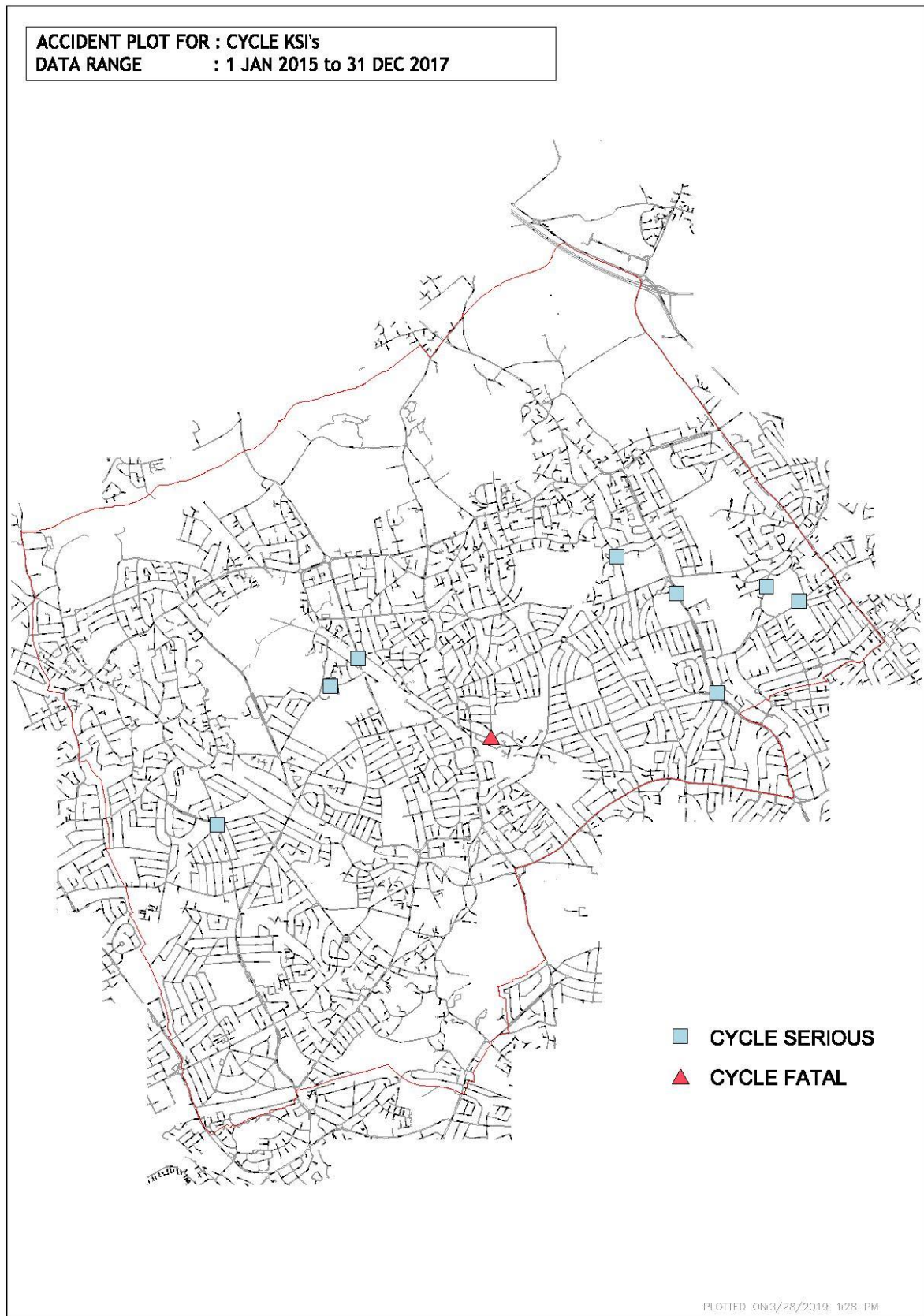


Figure 7: Motorcycle KSIs 2015-2017

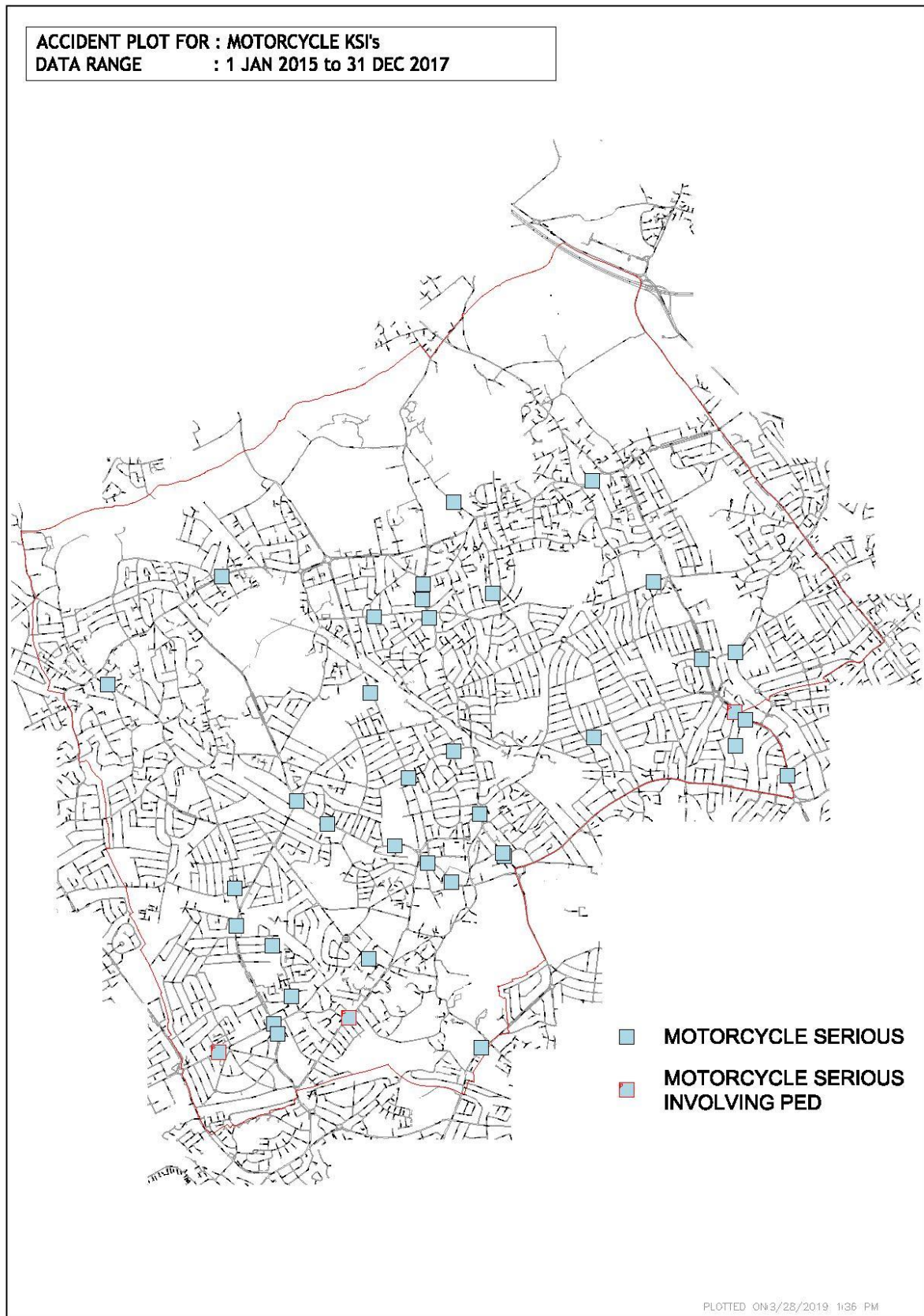
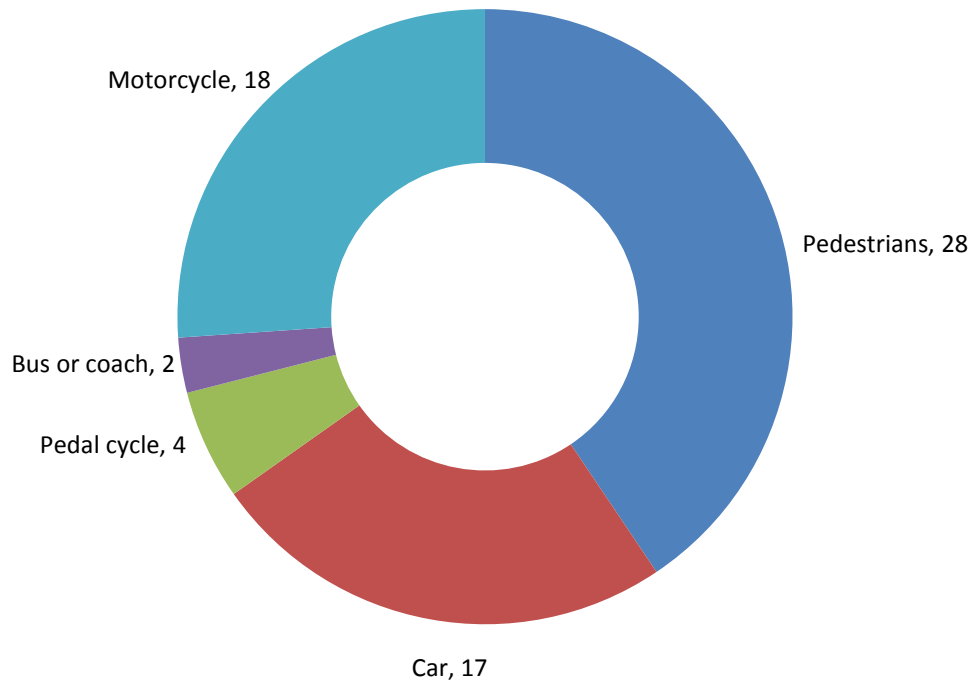


Figure 8 shows the vulnerability of pedestrians and motorcyclists on roads in the borough. The low number of cyclist KSIs is partly due to the fact that rates of cycling in Harrow are so low. However it is the proportion of accidents per mode user that is most important.

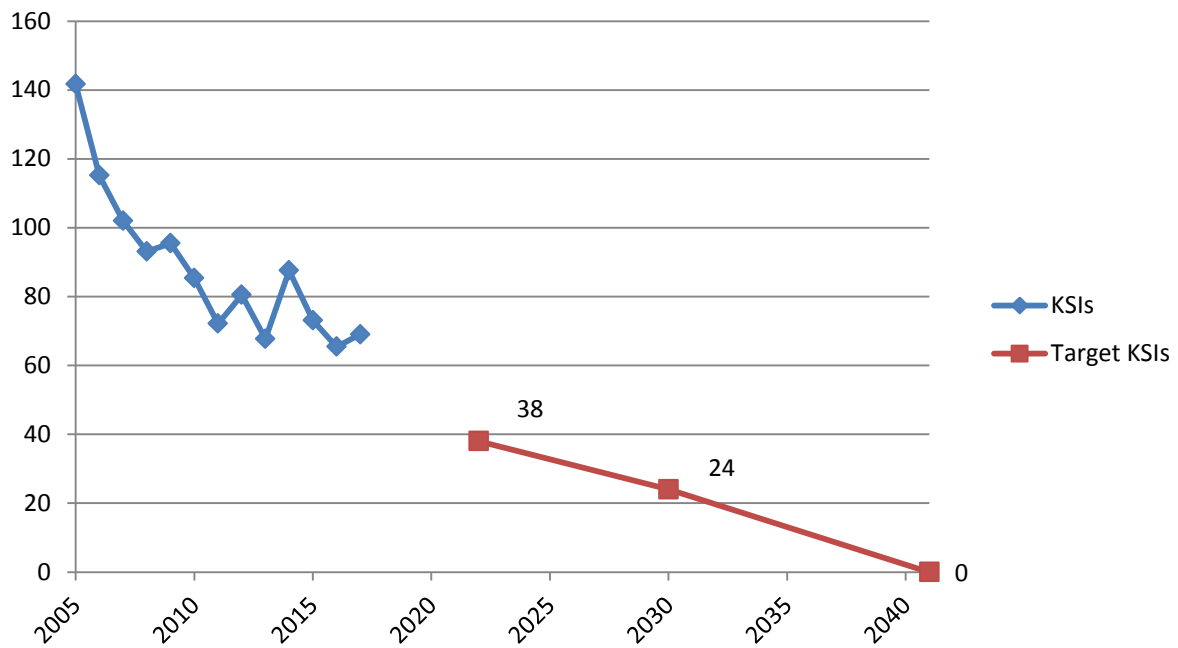
Figure 8: People killed or seriously injured casualty type 2017



8.2 Casualty trends

Figure 9 shows the borough KSI data along with the long term KSI targets. Although the KSI target is challenging, it is clearly achievable. A major component of delivering lower KSIs will depend on reducing borough speed limits in more locations.

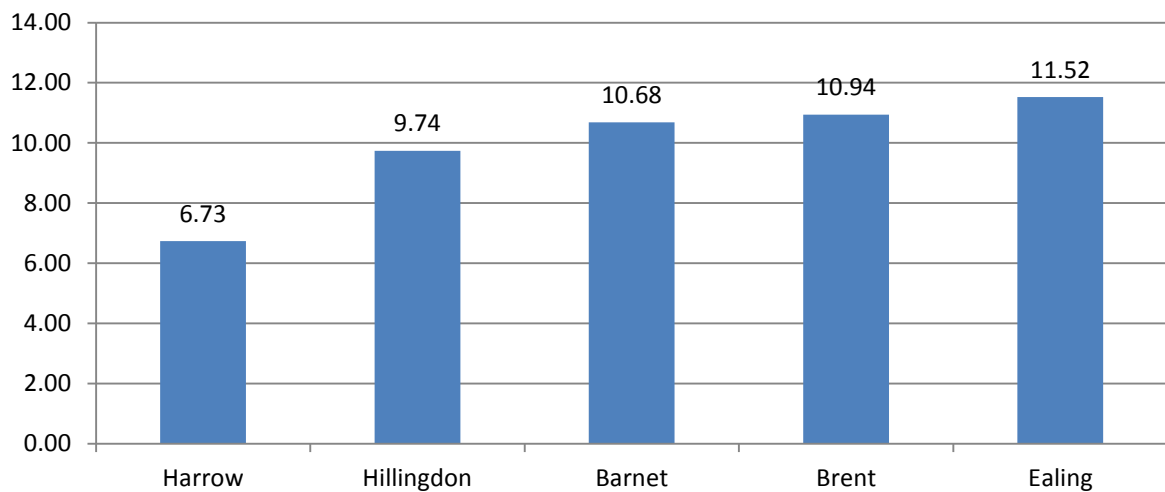
Figure 9: Harrow KSIs and target



8.3 Casualty comparisons

Figure 10 shows the total casualties (2015-2017) per 1000 population (2017) for Harrow and neighbouring boroughs. The chart shows that Harrow has less casualties per 1000 population than all neighbouring boroughs.

Figure 10: Total casualties (2015-2017) per 1000 population



Population source: UK National Statistics 2017

9. Achieving Harrow objectives

9.1 Road Safety objective 1: Use engineering and enforcement measures to improve borough road safety

The borough employs a road danger reduction approach to design, using the streets toolkit for designers, Road Safety Audit, Healthy Streets Check for Designers and TfL's Urban Motorcycle Design

Handbook. Road safety schemes are prioritised that maximise the casualty reduction predictions and pose the highest risk to vulnerable road users and in particular the numbers killed and seriously injured per annum for the available finance.

To address safety issues relating to traffic speed, the borough routinely reviews existing speed limits to ensure that they are appropriate to the location. The borough will increase the extent of 20mph roads across the borough and also expand the existing 20mph zones to cover more areas where people live, work and shop and where children travel to school. The borough has a future programme of 20mph zones and these are incorporated into future schemes for TfL funding.

In all new schemes, engineering solutions that minimise the need for additional road safety enforcement are always prioritised. Road safety audits are always carried out on all new significant traffic and highway proposals

9.1.1 20mph zones

20mph zones create a safer environment for all road users and are introduced to encourage modal shift from the private car to sustainable modes of transport such as walking and cycling. They not only improve the safety of an area, but also improve the perception of safety.

Harrow has introduced 20mph zones around most of the schools in the borough. A few of the schools in the borough are located in areas where it is not possible to introduce a 20mph zone such as being located by a main road.

Figure 11 shows schools in the borough as well as the existing 20mph zones in the borough.

Around 50% of the road network is covered by 20mph speed restrictions and the borough will work to increase this.

Harrow 20mph zones are designed to be "self-enforcing" due to traffic calming measures which are introduced along with the change in the speed limit. Speed humps, chicanes, road narrowing, and other measures are typically used to both physically and visually reinforce the slower speed limits.

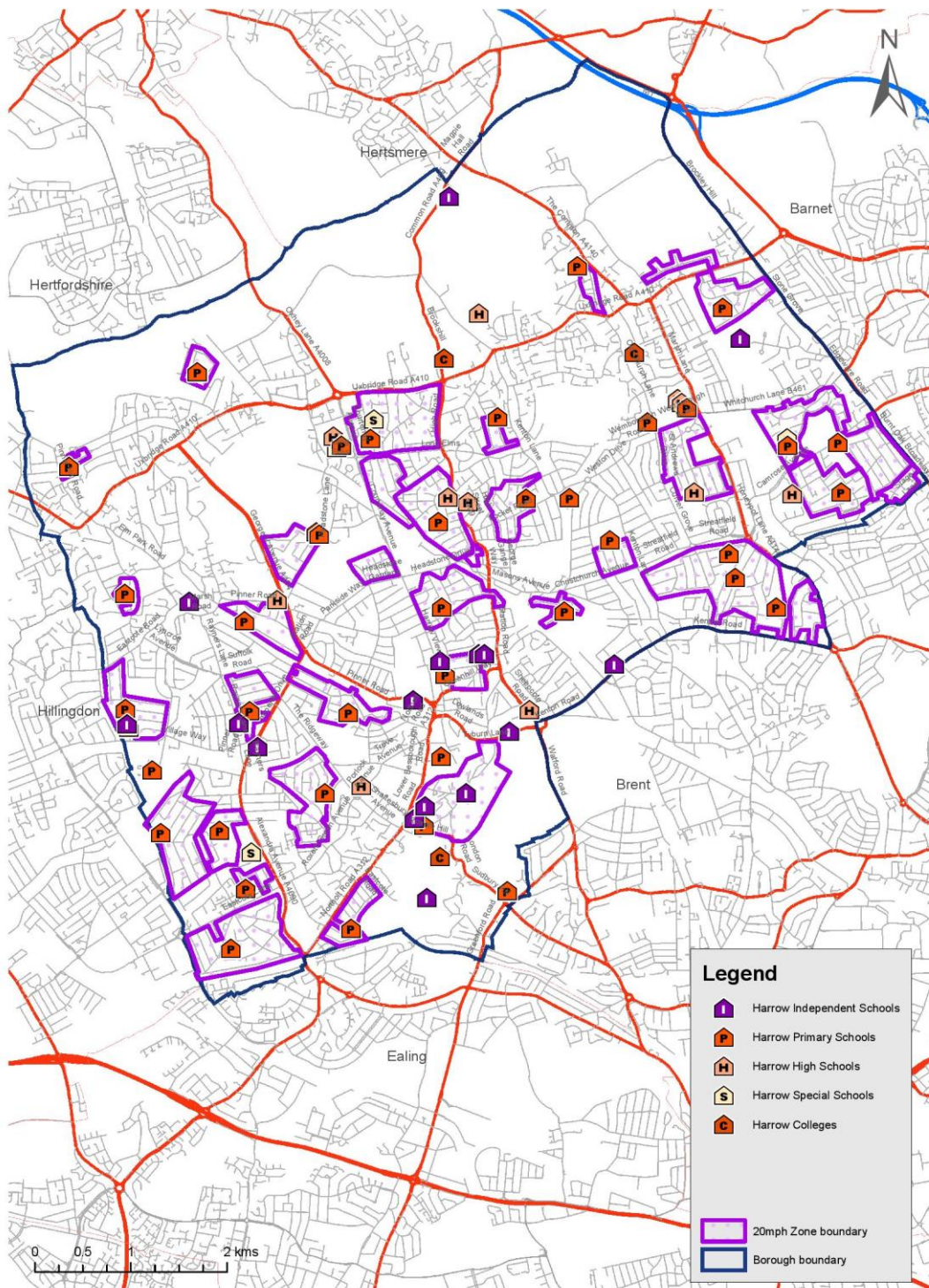
The main aims of the introduction of a 20mph speed limit in an area are to:

1. improve road safety
2. discourage passing through traffic
3. encourage walking and cycling
4. improve the local environment

Before and after site surveys such as speed surveys are undertaken to monitor the impact of the measures introduced. The borough shares recorded speed survey data with the police at quarterly traffic liaison meetings so they can decide whether they should target their resources in the area.



Figure 11: 20mph zones and schools



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9.1.2 Local safety schemes

Local Safety schemes form part of the Mayor of London's vision zero transport strategy for deaths and serious injuries to be eliminated from all road collisions on London streets by 2041. They are introduced to reduce casualties in any area where clusters of accidents occur. Section 8.1 on Casualty patterns provides more information on where casualties have occurred in Harrow.



Pedestrians crossing roads are particularly vulnerable when involved in accidents with motorised vehicles. The risk is even greater when vehicles are travelling at speed. The types of improvements that can be made to improve safety for pedestrians in these schemes are: improved and new crossing facilities such as Countdown times, Zebras, Pelican, Puffin and Toucan crossings, or all red phased signalled crossings; traffic speed limit signs; vehicle activated traffic speed signs; improved lighting; and changes to parking regulations to improve visibility for pedestrians.

Cycle safety can be addressed in local safety schemes. Three-quarters of collisions with cyclists happen at junctions. The types of improvements that can be made to improve safety for cyclists are: separating cycling from motorised vehicles, providing dedicated cycle lanes or advisory lanes and providing advanced stop lines for cyclists at junctions. Cycling advanced stop lines are designed to allow cyclists to pull away in front of traffic at signals where they change to green.



An analysis into the effectiveness of local safety schemes is shown in Appendix B – Effectiveness of Local Safety Schemes. This shows that since 2010, there has been a reduction in KSIs of 84% following implementation of local safety schemes and a reduction of 75% in all casualties.

9.1.3 Local safety parking schemes

Local safety parking schemes are introduced to improve local pedestrian access and also to protect dropped crossings. These schemes often also improve visibility for pedestrians crossing roads and may involve changes to road markings or operational hours of controlled parking bays.

9.1.4 School travel plan engineering measures

All schools in Harrow are encouraged to develop travel plans to promote and encourage safe, active and sustainable travel on the school journey. A school travel plan (STP) is a document produced by a school that promotes sustainable ways for the whole school community to travel to and from school. When STPs identify engineering measures that would help make journeys to the school safer, healthier and more environmentally friendly, the measures are given a high priority for implementation.

9.1.5 Speed limit reviews

Speed limits of 20mph will be introduced on all central London roads managed by TfL within the Congestion Charging Zone by 2020. The borough also intends to reduce speed limits on more roads and speed limits on all roads in the borough are regularly reviewed.

The primary purpose of a speed limit is to indicate the maximum permitted speed to be driven on a road or within a defined area. Speed limits need to be set appropriate for the particular road and the purposes for which it is used. Speed limits should fit into a rational and easily understood hierarchy if they are to be observed by drivers. Before deciding to change an existing speed limit the Traffic Authority must consider all the relevant factors, including:

- accident and casualty savings
- improvement to the environment
- improvement in conditions and facilities for vulnerable road users
- reduction in public anxiety
- increased journey times for motorised traffic
- costs of implementation
- costs of engineering measures and their maintenance
- negative environmental impact of engineering measures
- costs of enforcement

If it is considered that a change in the speed limit is the best course of action, then a speed limit Order has to be made. This involves a statutory legal process.

9.1.6 Community roadwatch

Community roadwatch gives local residents the opportunity to work side by side with their local police teams, and use speed detection equipment to identify speeding vehicles in their communities. When vehicle speeding is identified, warning letters can be issued by the police where appropriate, and the information can help to inform the future activity of local police teams. Community roadwatch events happen throughout the year at various sites across the borough where requests for speed enforcement have been received by the public.

9.1.7 Speed activated signs (SAS)

Speed (or vehicle) activated signs are used to address the problem of inappropriate speed where conventional signing has not been effective or where engineering measures would be unsuitable or unfeasible due to site constraints.

Speed activated signs are considered for use in residential streets where traffic speeds are regularly observed above 30 mph. In these cases, the borough shares recorded speed survey data with the Police at quarterly traffic liaison meetings so that they are aware of where the signs are installed and so that they can decide whether they should target their resources to enforce them.

When considering future SAS sites the borough looks at all sites consistently and considers a



number of factors including:

- 1 The existing accident collision history
- 2 The existing 85% tile speed of traffic (This would need to be over 110% + 1mph over the posted speed limit)
- 3 The presence and condition of existing signing and lining
- 4 Whether other measures may be recommended or be more suitable e.g. road markings, warning signs
- 5 Whether a suitable location exists for an SAS

Additionally, the borough considers other factors at some sites such as whether a SAS is suitable for the requested site (e.g. if it's in a conservation area).

9.1.8 Pedestrian crossings

The types of crossings available in any location, impact on pedestrian safety and also on pedestrian perceptions of safety. Road junctions and crossing points are, by definition, locations where conflicting movements between motor traffic, cyclists, pedestrians and mobility impaired users are concentrated. The type of crossing introduced at any location is chosen based on the local environment, the pedestrian and cycle flows and also traffic volumes and speed. Replacing any crossing facility has cost implications and for this reason, crossings in Harrow are primarily replaced where a need based on safety or improved accessibility has been identified.



9.1.9 Countdown timers

Pedestrian countdown timers show the amount of time left to cross the road before the red man appears. This allows pedestrians to decide if they have enough time to cross the road. The countdown display is shown on the opposite side of the road, next to the green and red man signals. After the green man has signalled to pedestrians to start crossing the road, there is a 'blackout' phase where no pedestrian signals are shown. During the blackout phase, the countdown begins, ending with a red man pedestrian signal. The duration of the countdown varies depending on the signal timings at the junction.

The advantages of these timers are as follows:

- Pedestrians feel less rushed when crossing
- Gives more confidence to mobility impaired pedestrians, who may cross more slowly
- Pedestrians who didn't see a green man signal can decide if they have enough time to cross the road
- Some installations can allow a small reduction in delay to motorised vehicle traffic

Harrow is reviewing all controlled crossings at junctions for suitability for introducing countdown timer crossings and will introduce these where deemed most beneficial in terms of safety benefits.

9.1.10 Enforcement cameras

Speed and red light cameras have been introduced at sites where people have been killed or seriously injured due to a driver going too fast or running a red light. As road safety has significantly improved across the borough, no new speed or red light cameras have been introduced since 2010. This [link](#) to the TfL website provides a map showing the existing locations of enforcement cameras in Harrow and all across London.

The criteria for introducing new speed or red light cameras is as follows:

Speed Cameras

In the most recent 36 month period there must be a collision history along the length of road of 4 Killed or Seriously Injured collisions, 2 of which must be speed related.

Red Light Cameras

In the most recent 36 month period there must be a collision history at the junction, and on the same arm, of 1 Killed or Seriously Injured collision and 1 other personal injury collision (slight). Both of these collisions must have been caused by a vehicle 'Disobeying Automatic Traffic Signals' (running a red light).

School keep clear enforcement

Mobile and static CCTV cameras are used to monitor School Keep Clear restrictions, which are areas specifically designed for the safe access of pupils, staff and the emergency services to and from the school premises by deterring obstructive and dangerous parking. Automatic Number Plate Recognition (ANPR) cameras are used by the mobile CCTV vehicles.



Vehicles are not permitted to wait, stop or park on a restricted area outside a school at any time during the prescribed hours of restriction.

9.2 Road Safety objective 2: Provide cycle training to Bikeability standards for children and adults who work, study or live in the borough

Cycle training is an effective way of increasing confidence among adults, children and families, and encouraging more people to cycle. More confident cyclists get out on their bikes more often. Cycle training in Harrow is delivered to achieve various levels of bikeability proficiency.

To encourage increased cycling, cycle training is offered to all schools in the borough as well as offered outside the school environment. Cycle training is also facilitated for Special Educational Needs and Disability (SEND) schools providing an extended duration of training and adapted bikes

for pupils to participate in training. Some SEND training is delivered within schools and tailored to each school's requirements. Due to the variation of capabilities, not every child is able to participate. SEND training is also available to adults once requested. Training sessions are tailored to accommodate the requirements of the trainee.

To ensure that those who need to benefit from the health of increased cycling, promotional leaflets are provided across Harrow in doctor's surgeries and libraries, leisure centres, community notice boards, social media accounts/council website, Harrow People Magazine and Annual Council Tax guide promoting the health benefits of cycling and also providing information on how to access cycle training.

All cycle training courses are also promoted via the council website and with schools and businesses in the borough. Anyone who lives, studies or works in the borough is eligible to participate in cycle training. Cycle training courses are free beyond the initial £5 administrative fee. Training courses last approximately 90 minutes and are run throughout the year on Saturdays.

9.2.1 Bikeability training and courses

Bikeability training levels are as follows:

At **Bikeability Level 1** new riders learn to control and master their bikes in a space away from traffic such as a playground or closed car park. Trainees will usually be trained in a group of 2-12, though individual training may also be available.

Bikeability Level 2 takes place on local streets, giving trainees a real cycling

experience. Trainees learn how to deal with traffic on short journeys such as cycling to school or the local shops. Trainees are usually trained in small groups – up to 6 trainees per instructor – though individual training may also be available.

Bikeability Level 3 equips trainees with skills for more challenging roads and traffic situations – busier streets, queuing traffic, complex junctions and roundabouts. It also includes planning routes for safe cycling. Level 3 training is delivered one-to-one or in groups of up to 3 so can be tailored to a trainee's individual needs, such as a route to work or school.

Bikeability trained cyclists receive a badge and a certificate in recognition of the level they've achieved. The certificate also includes areas for further practice noted by the instructor.

Approximately 1100 - 1200 children across the borough are trained to bikeability levels 1 or 2 per annum. Bikeability courses are delivered during term time at primary schools for children in year 4 - 6 and in selected secondary schools for year 7 - 8.



9.2.2 *Women-only cycle training*

The Council provides women-only bike sessions which provide a supportive, social and fun environment for women aged 14+ to build their confidence and fitness. There is no required cycling ability or fitness level. These sessions are for complete beginners, nervous riders and women who are returning to cycling. Women who are not complete beginners can learn to cycle with road cyclists and women building their fitness for weekend adventures. Providing these courses encourages women's uptake of cycling in the borough. The courses aim to build up attendees' confidence level until they are riding for leisure or even part of their daily commute. Women's only sessions were introduced to not only encourage more women to cycle but appeal to women that were restricted in engaging in mixed gender activities due to cultural/religious aspects.

9.2.3 *Balance and Ride courses for children*

Learn to Balance and Ride courses take place after school and during school holidays in schools across Harrow. Courses are available for children aged 3-11 years who cannot yet ride a bike on two wheels. During these sessions, free bicycles are provided to children to help them to learn the core fundamentals of cycling. These sessions are free but require prior booking.

9.3 **Road Safety objective 3: Provide road safety education events in schools and road safety support for pre-schoolers to develop traffic awareness and road safety skills**

Harrow provides a range of road safety educational events to schools and colleges across the borough. Active travel maps are also made available for all schools in the borough to help pupils and parents choose sustainable, safe and healthy ways to travel to school.

TfL provides road safety educational information and materials to assist with road safety training in schools. The borough works with TfL to ensure take-up of Children's Traffic Club, a London road danger reduction education resource for pre-schoolers; take-up of the Safety and Citizenship pre-transition safe and responsible behaviour sessions for Year 6 pupils; and take-up of the Junior Travel Ambassador and Youth Travel Ambassador schemes, addressing transport and road safety issues in schools.

9.3.1 *Children's Traffic Club*

The Children's Traffic Club (CTC) London is a free education programme covering road safety, walking, scooting and cycling for preschool-aged children, their parents and carers. It is fully funded by Transport for London. The programme has reached over three million under 5s and their families over the past 25 years. CTC aims to:

- Create positive travel 'habits'
- Influence children's long-term behaviour
- Promote active travel choices like cycling, scooting and walking
- Indirectly benefit whole family
- Reduce environmental impact relating to travel choices
- Inspire, involve and motivate young children
- Contribute to the reduction of child casualties

CTC London provides a structured scheme for parents, carers, and nurseries to teach road safety and travel skills to their pre-school children. Parents are invited to register their child through their early years setting/nursery, but can also sign up directly on the CTC London website.

9.3.2 Theatre in education

Theatre in Education provides a theatre production across selected primary schools in the borough and aims at encouraging sustainable travel for the children through an interactive experience. The show lasts for under an hour, it is a high energy enthusiastic show which is then followed by an interactive game to ensure that the children have understood the issues raised in the play. Issues raised in the play include:

- Car sharing
- Public transport
- Walking
- Fuel pollution
- Climate change
- Walking and cycling being fun, healthy and sociable
- Basic road safety

This play is always well received by schools, teachers and children.

9.3.3 Safety and Citizenship

TfL's Safety and Citizenship team provide pre-transition safe and responsible behaviour sessions for Year 6 pupils across London. Presentations and resources are designed to support the school Personal, Social, Health and Citizenship Education (PSHCE) curriculum. Sessions are adapted to ensure the best learning experience for each audience and can be adapted as needed to suit different community groups.

9.3.4 Safe Drive Stay Alive

Safe Drive Stay Alive is a production which shows graphic film footage featuring scenes from a horrific car crash, interspersed by live speakers who provide an account of their personal experiences of collisions in a bid to shock young people into taking more care when getting behind the wheel. It is aimed at reducing the disproportionate number of road casualties among young road users and making young people aware of their responsibilities as drivers, and passengers, whilst travelling, and to positively influence their attitude. The production aims to educate students about road risks, and to enable them to identify the common causes for crashes.

9.3.5 Junior Travel Ambassadors

The Junior Travel Ambassador (JTA) scheme encourages safer, active and independent travel within the school community, with a focus on year 6 pupils as they prepare for the transition to secondary school.

The scheme involves recruiting a team of JTAs; year 5 and 6 pupils who work to promote active travel and road safety to their peers through a range of activities.

TfL provides all the resources and guidance needed for the school to set up and run the school's JTA team.

9.3.6 Youth Travel Ambassadors

The Youth Travel Ambassadors (YTA) programme provides young people aged 11 to 19 with the skills and confidence to address transport issues affecting the school community.

YTA teams research and develop campaigns to change people's behaviour. They focus on walking and cycling, road safety and improving passengers' experiences. They are supported by TfL, the borough and school staff.

Schools usually recruit between 6 and 12 YTA students who deliver behaviour change campaigns to their peers over the course of the academic year. Campaign initiatives can include themed assemblies, walking and cycling competitions, creative workshops, films and community events.

9.3.7 School active travel maps

Active travel maps are available for all schools in the borough to help pupils and parents choose sustainable, safe and healthy ways to travel to school. The maps show the sustainable travel options available to each school and are tailored to include:

- local public transport facilities (e.g. tube and train stations, and bus route information) – showing which bus routes travel on roads close to the school.
- 5 and 10 minute walking zones – showing approximate 5 and 10 minute walking distances from the school site.
- cycling route information – roads are colour-coded to Bikeability training and confidence levels to enable cyclists to plan routes according to individual abilities.



The maps can be used by anyone travelling to the school including pupils, parents, staff and visitors.

9.4 Road Safety objective 4: Conduct road user safety campaigns and road safety training courses aimed at reducing the number of collisions on the roads

Road safety campaigns are aimed at encouraging safe and considerate driving, at appropriate speeds. Road safety training provided in Harrow educates all road users on the shared responsibility for safer cycle and motorcycle journeys. Certain groups are at greater risk of more severe casualties and to address this specific road safety campaigns and training are aimed at different groups - older people, motorcyclists, cyclists and school pupils.

9.4.1 Road safety week

Many schools in Harrow take part in Road Safety Week. This is an opportunity to engage the community, launch campaigns, and work towards safer streets – using resources provided by the road safety charity Brake. During road safety week, schools hold special assemblies addressing road safety and often the school youth travel ambassadors talk about the risks they face on the road and what they can do to stay safe. Pupils are encouraged to write a road safety



pledge and post a “selfie” holding the sign on social media to help spread the road safety message. Typical pledges are 'look out at junctions' to 'take headphones out when crossing the road'.

9.4.2 *Motorcycle safety training*

To improve motorcycle safety standards, the borough promotes Motorcycle Industry Association (MCIA) accredited training providers to motorcyclists to undertake Compulsory Basic Training. BikeSafe and ScooterSafe vouchers are offered for subsidised courses delivered by local Motorcycle Industry Association (MCIA) accredited training providers.

These are available to all those who live, study or work in the borough. This enables participants to undertake a Rider Skills Day course – designed to improve riding ability and safety on the roads. The courses offer expert advice and observed rides on urban and rural roads. Information on other rider assessment courses is also cascaded to relevant stakeholders.

The borough also cascades information on 1-2-1 motorcycling skills and ‘Beyond CBT (Compulsory Borough Training)’ to relevant stakeholders i.e. fast food delivery restaurants, tyre fitters, dealers.

9.4.3 *Motorcycle road safety campaigns*

Motorcycle safety is encouraged through a combination of campaigns and safer riding training. With P2Ws collisions typically occurring at junctions and in situations where other vehicles are performing manoeuvres such as overtaking and U-turns, the borough has used lamppost banners to portray road safety messages to raise awareness about the vulnerability of motorcyclists. These have been displayed at specific motorcycle casualty hotspots within the borough and aimed to be visually striking, concise, easily interpretable and reminding motorists to watch out for motorcyclists.



9.4.4 *Older people road safety*

Community workshops are delivered for older people to explore ways of making journeys safer for older and vulnerable road users. These workshops aim to engage older road users in discussions about road safety, raise awareness in age related decline in relation to road safety, increase confidence for participants, provide opportunities for participants to be heard and provide further information on relevant road safety resources available in the borough. Feedback from courses run has stated that it has made participants think more about their own actions when out and about and in some cases modify their own actions.

9.4.5 *Driver behaviour*

Encouraging improved driver behaviour is necessary if road accidents are to decline. Many campaigns to encourage improved driving standards are national. However Harrow has run visual

campaigns during the festive period and major sports events such as the UEFA World Cup and Euro football competitions to educate motorists about the dangers of drink and drug driving.

In addition to the drink driver campaign, Harrow has run a visual campaign 'Clear your windscreen'. This was publicised in the winter to highlight the dangers of driving with a frosty windscreen. Harrow is working jointly with other boroughs to launch a new mobile phone campaign to improve road safety.

9.5 Delivering the road safety objectives

The long-term road safety targets for road safety that were agreed as part of LIP3 are shown in Table 2.

Table 2: Long term road safety targets

Long term target	Latest available data	Target	Year
Eliminate all deaths and serious injuries from road collisions from London's streets	433 collisions in Harrow in 2017	0	2041
Reduce the number of people who are killed or seriously injured by 70 per cent against 2010-14 levels	69 KSIs in 2017	24	2030
Reduce the number of people who are killed or seriously injured by 65 per cent against 2005-09 levels	69 KSIs in 2017	38	2022

Table 3 shows the targets that will be used to measure the delivery of the road safety objectives.

Table 3: Road safety targets to deliver objectives

Road safety objectives	Targets to monitor progress	Current status	Target and year
Use engineering and enforcement measures to improve borough road safety	Introduce countdown crossings to 20% of all controlled crossings	10% of all controlled crossings are currently countdown crossings.	20% by 2021/22
	Reduce pedestrian KSIs to 15 KSIs by 2022	28 pedestrian KSIs in 2017	15 pedestrian KSIs in 2022
Provide cycle training to Bikeability standards for children and adults who work, study or live in the borough	Reduce number of vulnerable road user KSIs to 28 by 2022	50 vulnerable road user KSIs in 2017	28 vulnerable road users in 2022
	Provide cycle training for over 1500 children and over 100 adults	176 adults trained in 2018/19 1026 children trained in 2018/19	114 adults in 2019/20 1590 children in 2019/20

Road safety objectives	Targets to monitor progress	Current status	Target and year
Provide road safety education events in schools and road safety support for pre-schoolers to develop traffic awareness and road safety skills	Provide theatre in education in 50% of all secondary schools Deliver practical pedestrian training to at least 40% of all primary schools Deliver road safety presentations to at least 50% of primary schools Deliver appropriate road safety interventions to at least 40% of all colleges/6 th forms	60% of secondary schools receiving theatre in education 40% of schools receiving practical pedestrian training 50% of schools receiving road safety presentations 60% of colleges/6 th forms receiving young motorist intervention	70% by 2021/22 50% by 2021/22 60% by 2021/22 70% by 2021/22
Conduct road user safety campaigns and road safety training courses aimed at reducing the number of collisions on the roads	Design and deliver at least 2 targeted campaigns annually Provide older people community workshops at least 5 times per year	2 campaigns delivered in 2018-19 10 delivered in 2017/18	2 campaigns per annum 5 workshops per annum

10. Funding the road safety action plan

Table 4 shows the key funding sources used for Harrow road safety initiatives.

Table 4: Key funding source for road safety initiatives

Actions	TfL LIP programme funding	TfL strategic funding	Section 106 or CIL	Harrow funded	Other
Road safety objective 1: Use engineering and enforcement measures to improve borough road safety					
20mph zones	✓				
Local safety schemes	✓				
Local safety parking schemes	✓				
School travel plan engineering measures	✓				
Speed limit reviews	✓				
Community roadwatch	✓				
Speed activated signs	✓				
Pedestrian crossings	✓				
Countdown timers	✓				
Enforcement cameras	✓				
Road safety objective 2: Provide cycle training to Bikeability standards for children and adults who work, study or live in the borough					
Bikeability training and courses	✓				
Women only cycle training	✓				
Balance and ride courses for children	✓				
Road safety objective 3: Provide road safety education events in schools and road safety support for pre-schoolers to develop traffic awareness and road safety skills					
Children's Traffic Club					
Theatre in education	✓				
Safety and Citizenship					
Safe Drive Stay Alive					
Junior travel ambassadors					
Youth travel ambassadors					
School active travel maps	✓				
Road safety objective 4: Conduct road user safety campaigns and road safety training courses aimed at reducing the number of collisions on the roads					

Actions	TfL LIP programme funding	TfL strategic funding	Section 106 or CIL	Harrow funded	Other
Road safety week					
Motorcycle training	✓				
Motorcycle road safety campaigns					
Older people road safety					

11. Road Safety Action Plan

Table 5 shows the borough road safety action plan and how the agreed borough LIP3 policies fit with the new road safety objectives. The table also shows the outputs to be delivered relating to each policy.

Table 5: Road safety action plan

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Road safety objective 1: Use engineering and enforcement measures to improve borough road safety		
Adopt a Vision Zero approach towards eliminating all road deaths and serious injuries by 2041 (RS1)	Reduced KSIs on Harrow roads Local Safety Schemes to be introduced in 2019/20: Oxhey Lane / Uxbridge Road – Harrow Weald, Alexandra Avenue – Rayners Lane, Pinner Road / Station Road – North Harrow Further locations will be selected based on agreed criteria	Ongoing
Employ a road danger reduction approach to design, using the streets toolkit for designers, Road Safety Audit, and Healthy Streets Check for Designers (RS2)	Reduced KSIs on Harrow roads	Ongoing
Prioritise schemes that maximise casualty reduction predictions and pose the highest risk to vulnerable road users and in particular the numbers killed and seriously injured per annum for the available finance (RS3)	Reduced KSIs on Harrow roads Local Safety Schemes to be introduced in 2019/20: Oxhey Lane / Uxbridge Road – Harrow Weald, Alexandra Avenue – Rayners Lane, Pinner Road / Station Road – North Harrow Further locations will be selected based on agreed criteria	Ongoing
Ensure that the safety concerns of all road users, including pedestrians, cyclists, horse riders and those in motorised vehicles are considered when developing any traffic scheme (RS4)	Reduced vulnerable road user KSIs for on Harrow roads	Ongoing

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Prepare a programme of 20 mph zones in the borough and incorporate these into schemes for future TfL funding (RS5)	Increased walking and cycling and reduced KSIs. 20mph zones at the following locations: Clitheroe Avenue, Rayners Lane, Kingshill Avenue – all to be introduced by 2019/20. Further locations will be selected based on agreed criteria.	Ongoing
Increase the extent of 20mph roads in the borough and expand the existing 20mph zones to cover more areas where people live, work and shop and where children travel to school (RS6)	Increased walking and cycling and reduced KSIs. 20mph zones at the following locations: Clitheroe Avenue, Rayners Lane, Kingshill Avenue – all to be introduced by 2019/20. Further locations will be selected based on agreed criteria.	Ongoing
Work with the parking service and police to enforce and promote safe driving and parking in school zones (RS7)	Less driving for school journeys. Modal shift for school journeys. Improved air quality in school zones.	Ongoing
Where possible use engineering solutions to minimise the need for additional road safety enforcement (RS8)	Increased use of chicanes, road humps and kerb buildouts	Ongoing
Maintain an effective method of accident monitoring for the borough (RS9)	More targeted approach to addressing road accidents	Ongoing
Use accident statistical data to recognise trends and deliver targeted educational and engineering initiatives, with a focus on roads with a higher risk of motorcyclist collisions (RS10)	More targeted approach to addressing road accidents, particularly those involving motorcyclists	Ongoing
Improve the safety of street design by following the design guidance set out in TfL's Urban Motorcycle Design Handbook (RS15)	Less motorcycle casualties. Better street design	Ongoing
Carry out road safety audits of all new significant traffic and highway proposals (RS18)	Reduced road casualties on all Harrow roads.	Ongoing
Work with schools to reduce the number of school trips made by car and liaise with schools regarding suggested highway works required in school locality (S11)	Improved air quality around schools Reduced car mode share of school journeys	Ongoing
Work with the Metropolitan Police in using their powers of enforcement to deal with illegal cycling on pavements and footpaths (RS22)	Reduced cycling on pavements	Ongoing
Road safety objective 2: Provide cycle training to Bikeability standards for children and adults who work, study or live in the borough		

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Adopt a Vision Zero approach towards eliminating all road deaths and serious injuries by 2041 (RS1)	Reduced KSIs on Harrow roads Local Safety Schemes to be introduced in 2019/20: Oxhey Lane / Uxbridge Road – Harrow Weald, Alexandra Avenue – Rayners Lane, Pinner Road / Station Road – North Harrow Further locations will be selected based on agreed criteria	Ongoing
Provide and promote cycle training for children and adults who work, study or live in the borough (S4)	Increase in number of adults and children cycling Reduced car use, improvements to air quality, health and reduced congestion	Ongoing
Road safety objective 3: Provide road safety education events in schools and road safety support for pre-schoolers to develop traffic awareness and road safety skills		
Adopt a Vision Zero approach towards eliminating all road deaths and serious injuries by 2041 (RS1)	Reduced KSIs on Harrow roads Local Safety Schemes to be introduced in 2019/20: Oxhey Lane / Uxbridge Road – Harrow Weald, Alexandra Avenue – Rayners Lane, Pinner Road / Station Road – North Harrow Further locations will be selected based on agreed criteria	Ongoing
Use accident statistical data to recognise trends and deliver targeted educational and engineering initiatives, with a focus on roads with a higher risk of motorcyclist collisions (RS10)	More targeted approach to addressing road accidents, particularly those involving motorcyclists	Ongoing
Work with TfL to ensure take-up of Children's Traffic Club, a London road danger reduction education resource for pre-schoolers (S6)	Reduced child road casualties	Ongoing
Work with TfL to ensure take-up of the Safety and Citizenship pre-transition safe and responsible behaviour sessions for Year 6 pupils (S7)	Reduced child road casualties	Ongoing
Work with TfL to ensure take-up of the Junior Travel Ambassador and Youth Travel Ambassador schemes, addressing transport and road safety issues in schools (S8)	Reduced school pupils involved in road casualties	Ongoing

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Provide road safety education events at schools and colleges throughout the borough (S9)	Reduced casualties for pupils on school journeys	Ongoing
Road safety objective 4: Conduct road user safety campaigns and road safety training courses aimed at reducing the number of collisions on the roads		
Adopt a Vision Zero approach towards eliminating all road deaths and serious injuries by 2041 (RS1)	Reduced KSIs on Harrow roads Local Safety Schemes to be introduced in 2019/20: Oxhey Lane / Uxbridge Road – Harrow Weald, Alexandra Avenue – Rayners Lane, Pinner Road / Station Road – North Harrow Further locations will be selected based on agreed criteria	Ongoing
Use accident statistical data to recognise trends and deliver targeted educational and engineering initiatives, with a focus on roads with a higher risk of motorcyclist collisions (RS10)	More targeted approach to addressing road accidents, particularly those involving motorcyclists	Ongoing
Educate road users on the shared responsibility for safer cycle and motorcycle journeys, through driver and motorcyclist/cyclist skills training and communications (RS12)	Less motorcyclist and cycling casualties	Ongoing
Promote Motorcycle Industry Association (MCIA) accredited training providers to motorcyclists looking to undertake Compulsory Basic Training (RS13)	Less motorcyclist casualties	Ongoing
Provide BikeSafe vouchers for subsidised courses delivered by local Motorcycle Industry Association (MCIA) accredited training providers (RS14)	Less motorcyclist casualties	Ongoing
Encourage safe and considerate driving, at appropriate speeds, as part of travel awareness and road safety education campaigns and review existing speed limit to ensure they are appropriate to the location (RS16)	Less road casualties	Ongoing
Deliver appropriate road safety interventions and resources for road users aged 60+ by targeting community groups, day centres and social clubs, facilitating bespoke workshops and presentations and providing road safety literature (RS19)	Less road casualties for those aged 60+ using various modes of transport	Ongoing

GLOSSARY

ANPR	Automatic Number Plate Recognition
CTC	Children's Traffic Club
JTA	Junior Travel Ambassador
LIP	Local Implementation Plan
MCI	Motorcycle Industry Association
MTS	Mayor's Transport Strategy
P2W	Power two wheelers
PSHCE	Personal, Social, Health and Citizenship Education
SAS	Speed Activated Signs
SEND	Special Educational Needs and Disability
STP	School Travel Plan
TRL	Transport Research Laboratory
YTA	Youth Travel Ambassadors

Appendix A - Harrow's transport objectives

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality
2. Adopt a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041 and focus on reducing the number of motorcycle casualties across the borough
3. Increase the number of people cycling in the borough in order to improve public health, improve air quality, reduce congestion and to reduce the impact of climate change
4. Improve freight servicing and delivery arrangements to reduce congestion and delays on the network and consider other types of freight delivery options that could reduce traffic congestion
5. Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.
6. Encourage the uptake of ultra-low emission vehicles instead of fossil fuel powered vehicles through the use of promotional activities, increased Ultra Low emission zones, neighbourhoods of the future, and greater availability of electric charging facilities, thereby improving air quality, reducing traffic noise and reducing CO₂ emissions throughout the borough
7. Support improved orbital transport links across the borough and between outer London centres to provide wider access to employment opportunities and to enable journeys currently made by car to be made by sustainable forms of transport and thereby improve the environment
8. Improve transport connectivity throughout the Harrow and Wealdstone Opportunity Area and particularly between Harrow-on-the-Hill station/ Harrow bus station and Harrow & Wealdstone station
9. Ensure that the vitality of all town centres are supported through good transport links prioritising sustainable modes of transport
10. Improve public transport accessibility, support the expansion of bus and rail services throughout Harrow and in particular, support increased bus priority to deliver a more reliable, faster and more accessible public transport experience
11. Prioritise sustainable travel improvements for all new developments to support population growth and housing needs identified in the London Plan and local development framework
12. Prioritise the transport needs of the Harrow and Wealdstone Opportunity Area
13. Keep the transport network in good condition and serviceable to encourage the use of sustainable transport modes

Appendix B – Effectiveness of Local Safety Schemes

Scheme Name	Date scheme implemented	Before implementation			After implementation		
		Killed	Seriously injured	slights	Killed	Seriously injured	slights
George V - traffic signals	Sep-10	0	2	11	0	0	1
Northolt Road	Dec-10	0	1	36	0	2	7
Uxbridge Road to Hatch End	Apr-11	2	6	12	0	0	2
Old Redding	Dec-13	0	5	24	0	1	5
Old Church Lane	Jan-14	0	0	6	0	0	2
Marsh Road / High Street	Feb-14	0	3	6	0	0	9
TOTAL		2	17	95	0	3	26

This shows a reduction in KSIs of 84% following implementation of local safety schemes and a reduction of 75% in all casualties.



REPORT FOR: CABINET

Date of Meeting:	30 th May 2019
Subject:	Harrow Walking, Cycling and Sustainable Transport Strategy
Key Decision:	Yes
Responsible Officer:	Paul Walker, Corporate Director - Community
Portfolio Holder:	Councillor Varsha Parmar, Portfolio Holder for Environment
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix A – Harrow Walking, Cycling and Sustainable Transport strategy 2019

Section 1 – Summary and Recommendations

This report sets out the Harrow walking, cycling and sustainable transport strategy for the borough and provides details regarding how sustainable transport issues identified in the Transport Local Implementation Plan (LIP3) will be delivered.

The strategy also includes the Harrow Sustainable Modes of Transport (SMOT) strategy as a final chapter in the document. Publishing the SMOT is a requirement of Section 508A of the Education and Inspections Act 2006.

Recommendations:

Approve the Harrow Walking, Cycling and Sustainable Transport Strategy set out at Appendix A subject to formal approval of the LIP3 by the full Council.

Reason: (For recommendations)

The publication of Harrow's walking, cycling and sustainable transport strategy will be provide greater clarity and more details as to how the borough will implement the Transport Local Implementation Plan (LIP3).

The publication of the Sustainable Modes of Transport (SMOT) strategy is a statutory requirement.

Section 2 – Report

Introductory paragraph

- 2.1 The Transport Local Implementation Plan (LIP3) is a statutory document required under the GLA Act that sets out all the transport objectives and strategic policies that the borough will undertake to deliver the Mayor of London's transport strategy (MTS) locally in Harrow.
- 2.2 The development and preparation of the third Transport Local Implementation Plan (LIP3) introduced a range of sustainable transport policies which have all been subject to extensive public consultation and engagement with all stakeholders as a part of the LIP3 consultation process. LIP3 was approved by the GLA Deputy Mayor for Transport on 12th April 2019.
- 2.3 The Harrow Walking, Cycling and Sustainable Transport Strategy 2019 explains in more detail the different initiatives identified in LIP3 that are being used to promote and develop sustainable transport provision in the borough.
- 2.4 This strategy replaces the previous Sustainable Transport Strategy that was agreed in February 2013.
- 2.5 The strategy covers walking, cycling, public transport, low emission vehicles and sustainable school transport. The final chapter in the strategy includes the Schools - Sustainable Modes of Transport Strategy (SMOT).

Options considered

- 2.6 No alternative options have been considered. The main policies and objectives accord with LIP3.
- 2.7 Providing the Schools - Sustainable Modes of Transport Strategy (SMOT) as a separate document was considered. However as there is considerable overlap with sustainable transport generally it was considered more appropriate to combine documents.

Background

- 2.8 The proposed works and policies provided in LIP3 provide an outline but not the details for delivering sustainable transport initiatives in the borough. There is a lot of work being delivered in the borough regarding sustainable transport and it is important that both Councillors and the public are fully aware of the measures being undertaken.
- 2.9 There are no new policies contained in this strategy as the purpose of this document is to expand on the policies already included in LIP3.
- 2.10 As part of LIP3, Harrow adopted the Healthy Streets approach to deliver improvements that will enable the borough to improve people's experience of walking, cycling and using public transport and also encourage fewer trips by car. The Healthy Streets approach is the underlying framework for the Mayor of London's Transport Strategy. The approach is a system of policies and strategies to put people, and their health, at the heart of decision making. The strategy shows how it supports and promotes the Healthy Streets agenda.
- 2.11 The strategy shows how Harrow supports walking, cycling, public transport, low emission vehicles and Schools Sustainable Modes of Transport in the following ways:

Harrow supports walking in the borough through:

- Improving the quality and experience of walking
- Improving the perceived and actual safety of pedestrians
- Improving the health of borough residents

Harrow supports cycling in the borough through:

- Make cycling journeys safer
- Promoting cycling as a convenient, safe, healthy secure, inclusive and enjoyable activity and as a sustainable way to travel
- Improving and extending the borough cycle network and cycling infrastructure to create a comprehensive network of comfortable and attractive cycle routes
- Facilitating and supporting bicycle ownership/access and secure parking

Harrow supports public transport in the borough through:

- Improve the accessibility of the public transport network and ensure increased inclusivity
- Improve the reliability of buses in the borough to encourage modal shift and enable buses to be a viable alternative to car use
- Improve public transport integration with all sustainable transport modes and improve the cycling and walking environment at transport hubs

Harrow supports low emission vehicles in the borough through:

- Increasing awareness of the impact of vehicle emissions and promoting the benefits of low emission vehicles
- Proactively developing an electric vehicle charging network across the borough in residential areas, town centres, work places and other key destinations and rapid charging infrastructure where appropriate
- Increasing in the number of electric vehicles into the Council's fleet for use by pest control, housing, parking enforcement and libraries and introduction of electric charging facilities in Harrow's new depot

Harrow supports Sustainable Modes of Transport for schools (SMOT) in the borough through:

- Promoting sustainable and healthy travel and an improved walking and cycling environment
- Encouraging individual schools to prepare, produce and review school travel plans
- Working with schools to identify local air quality issues
- Increasing opportunities for all children (including those with special education needs) to travel to and from school using environmentally sustainable modes of transport

2.12 Measureable targets for delivering the identified initiatives are included in the strategy. This will enable improved monitoring of progress in delivering the strategy.

Staffing/workforce

2.13 The delivery of the initiatives identified in the strategy will be undertaken by existing staff resources within the Traffic, Highways & Asset Management team and Community Engagement team.

Performance Issues

2.14 The strategy has set a range of targets that will be used to monitor progress. These are as follows:

Waking targets to monitor progress	Target and year
Delivery of Wealdstone Square, Greenhill Place and Harrow Square	2021
Maintain current urban tree stock levels	Annual
Increase proportion of network covered by 20mph speed restriction to 60% by 2021/22	60% by 2021/22
Introduce countdown crossings to 20% of all controlled crossings	20% by 2021/22
Reduce pedestrian KSIs to 15 KSIs by 2022	15 pedestrian KSIs in 2022
Reduce number of vulnerable road user KSIs to 28 by 2022	28 vulnerable road users in 2022
Maintain at least 20 health walks a week	Annual
% of children using sustainable modes to travel to school	40% of children using sustainable modes to travel to school
Provide cycle training for over 1500 children per annum	1500 per year

Cycling targets to monitor progress	Target and year
Harrow has adopted a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041	0KSIs 2041
Increase cycling by an average of 5% each year at existing cycle crossing counts	2469 cyclists by 2021/22
Provide cycle training for over 1500 children and over 100 adults	114 adults in 2019/20 1590 children in 2019/20
Deliver aspiration strategic cycling network Metropolitan route 2017/18 Jubilee route 2018/19 Heart of Harrow route 2019/20 Bakerloo route 2020/21 Cross Harrow route 2021/22	2021/22
Provide 50 additional cycle parking stands at strategic locations across the borough each year	800 stands by 2021/22

Public transport targets to monitor progress	Target and year
Percentage of accessible bus stops across the boroughs	98% by 2021
Improved accessibility of station taxi ranks	2019/20

Public transport targets to monitor progress	Target and year
Delivery of Wealdstone town centre bus priority scheme	2020/21
Deliver road widening at Pinner Road/Station Road and at High Road/Harrow Weald to enable improved bus priority	2019/20
College Road bus and cycle only route	2019/20
In conjunction with WestTrans and TfL review bus routes to identify future bus priority work	Ongoing
Review cycle parking at stations	2020/21

Low emission targets to monitor progress	Target and year
Deliver 3 air quality events per year to be run in schools	Ongoing
Introduce 50 electric vehicle charging points by 2022	50 by 2022
Introduce 20 rapid charging points	20 rapid points by 2020/21
Provide more electric charging places in car parks	
Procure at least 20 electric cars and vans into the Council's fleet for use by pest control, housing, parking enforcement and libraries	2020/21
Depot facilities to include 53 active charging spaces and 53 passive electric charging spaces	2020/21

SMOT targets to monitor progress	Target and year
Percentage of school pupils travelling by sustainable modes	40% of children using sustainable modes to travel to school
Increase proportion of network covered by 20mph speed restriction to 60% by 2021/22	60% by 2021/22
32 schools reaching gold STARS accreditation status	32 by 2021/22
50 schools to be engaged in the STARS accreditation process by 2021/22	50 by 2021/22
3 air quality events to be held at schools each year	Annual
Provide cycle training for over 1500 children per annum	1500 per year

Environmental Implications

- 2.15 The sustainable transport measures detailed in the Walking, Cycling and Sustainable Transport Strategy have been assessed as part of

the Strategic Environmental Assessment (SEA) for the draft LIP3. The LIP3 SEA indicated that there are environmental benefits from delivering the works included. The main benefits are in improving air quality and also improving the population and human health. No negative environmental issues were identified as part of the SEA.

- 2.16 Key air quality benefits identified were from reducing car travel, encouraging greener vehicles and reducing congestion.
- 2.17 Key population and human health benefits identified were from reducing casualties, encouraging active travel, health walks and as a result of improving air quality. The benefits associated with increased active travel and health walks are reduced diabetes and obesity levels.

Risk Management Implications

- 2.18 Risk included on Directorate risk register? No
- 2.19 Separate risk register in place? Yes. The delivery of interventions and schemes included in the strategy are subject to separate risk assessments.
- 2.20 The major risk to delivery of all schemes is lack of funding. None of the funding shown is guaranteed.
- 2.21 If funding is not available for identified works, the timetable will change but there will still be an attempt to deliver the works.

Procurement Implications

- 2.22 Where needed, consultants and contractors will be procured to deliver some proposals. This is business as usual. The work will be procured in line with the Public Contract Regulations 2015 and our internal Contract Procedure Rules .

Legal Implications

- 2.23 The Harrow Walking, Cycling and Sustainable Transport Strategy is supplementary to the LIP3. Being a supplementary document, it can only expand on and provide details to support the policies in the LIP3 and must be consistent with the policies in the LIP3.

Financial Implications

- 2.24 Funding for the initiatives included in the strategy is predominantly provided by TfL annual LIP funding. There is no guarantee from TfL that the level of funding will be available over the lifetime of the LIP and therefore the figures included in LIP3 are indicative only and/or subject to a separate bidding process. The projects will only be implemented based on funding availability. Lack of funding will result

in delayed delivery and/or the risk of not achieving the performance targets.

Equalities implications / Public Sector Equality Duty

2.25 LIP3 underwent an Equalities Impact Assessment which includes all the policies in this strategy. In preparing the measures adopted in the Harrow Walking, Cycling and Sustainable Transport Strategy, the Council has had due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it as required under section 149 of the Equality Act 2010.

2.26 It is considered that the proposals in the Harrow Walking, Cycling and Sustainable Transport Strategy will be of benefit to all and particularly the groups in the table below:

Protected characteristic	Benefit
Age (young and old people)	Improved bus service reliability which many older people are dependent on. Increased independence from learning to cycle Improved safety for schools journeys from 20mph zones Health benefits from more active travel Safer and more sustainable journeys to school Better air quality particularly around schools
Sex (Women in particular)	Women only cycle classes
Disability (People with mobility difficulties)	An improved environment for walking and cycling Reduced road speeds improving safety Dropped kerbs to support mobility Cycle training for SEND schools Improved road crossings for those with visual or auditory impairment

Council Priorities

2.27 The following table show the key inputs from the strategy that will support the Council priorities.

Council Priorities	Sustainable transport strategy input
Building a Better Harrow	Sustainable transport support for growth areas, healthy streets, liveable neighbourhoods, walking and cycling infrastructure improvements
Supporting Those Most in Need	Healthy streets, cycle training for vulnerable users, road safety improvements, dropped kerbs, Cycle training for vulnerable users, reduced

	traffic dominance will improve safety
Protecting Vital Public Services	Sustainable school transport support, 20mph zone extensions, healthy streets, cycle training
Delivering a Strong local Economy for All	Healthy streets, liveable neighbourhoods, electric charging infrastructure
Modernising Harrow Council	Improved pedestrian crossings and cycle facilities, electric charging infrastructure

Section 3 - Statutory Officer Clearance

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 25/04/19		
Name: Abiodun Kolawole	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 26/04/19		

Name: Nimesh Mehta	<input type="checkbox"/>	on behalf of the Head of Procurement
Date: 23/04/19		

Name: Paul Walker	<input type="checkbox"/>	Corporate Director
Date: 29/04/19		

Ward Councillors notified:	YES, as a part of LIP3
EqIA carried out:	YES, as a part of LIP3
EqIA cleared by:	Dave Corby, Community - Equality Task Group (DETG) Chair

Section 4 - Contact Details and Background Papers

Contact: David Eaglesham, Head of Traffic, Highways & Asset Management, 020 8424 1500, david.eaglesham@harrow.gov.uk

Background Papers:

Harrow Transport Local Implementation Plan (LIP3)

Sustainable Transport Strategy (2013)

Call-In Waived by the Chair of Overview and Scrutiny Committee	YES/ NO / NOT APPLICABLE*
<i>(for completion by Democratic Services staff only)</i>	<i>* Delete as appropriate If No, set out why the decision is urgent with reference to 4b - Rule 47 of the Constitution.</i>

Harrou Walking, Cycling and Sustainable Transport Strategy 2019



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1. Introduction

The way we live our lives and travel around our locality feels personal and private but the impacts are far wider. The choices we make impact climate change, the environment and the health and life expectancy of those living around us. Choosing to use motorised vehicles does not just impact on our own personal health, it also impacts the health and well-being of the surrounding population.

Walking and cycling are the healthiest and most sustainable ways to travel, either for whole trips or as part of longer journeys on public transport. The borough policies included in this strategy aim to increase the number of people participating in active travel and to encourage and enable more people to walk and cycle more often. More active travel can improve our health as well as our psychological well-being. For transport to have long term sustainability, it must also minimise environmental damage which is a key policy priority for Harrow.

This strategy has been prepared to show how Harrow encourages sustainable transport choices and to provide more information to support the Harrow Transport Local Implementation Plan 2019/20 - 2021/22 (LIP3).

Although different transport modes are discussed separately in this strategy, they are never considered in isolation. In all locations, the issues are addressed holistically and all modes of travel are always considered. This is further ensured through Harrow's adoption of the Healthy Streets approach.

1.1 Why it matters

In London around half of nitrogen oxides (NO_x), around half of PM₁₀ and over half of PM_{2.5} emissions come from road transport sources. Breathing in air pollution can increase the risk of heart disease and stroke, worsen asthma symptoms, contribute to lung cancer, exacerbate other health conditions and shorten lives. The communities suffering the most from poor air quality are often the most vulnerable in society. Outdoor air pollution is responsible for the equivalent of up to 36,000 premature deaths a year in the UK¹.

Greater London Authority research has shown that if every Londoner walked or cycled for 20 minutes a day, it would save the NHS £1.7bn in treatment costs over the next 25 years. This includes 85,000 fewer people being treated for hip fractures, 19,200 fewer people suffering from dementia, and an estimated 18,800 fewer Londoners suffering from depression.

In Outer London only 60 per cent of journeys are done on foot, by cycle or using public transport, with cars currently being used for the remaining 40 per cent. While about 80 per cent of these car journeys are short enough to feasibly be switched to active, efficient and sustainable modes, such a switch is dependent on providing more appealing alternatives and also changing attitudes.

Sources of greenhouse gas emissions in London are dominated by buildings and transport. It is estimated that in 2015, 24 per cent of emissions in London were generated from transport.

The Mayor of London aims for London to be a zero carbon city by 2050. The 2008 Climate Change Act established a target for the UK to reduce its carbon emissions by at least 80% from 1990 levels by 2050 to limit global warming to 2°C. The climate change agreement in Paris in December 2015 agreed to limit global temperature increases to 1.5°C and the need to achieve zero net global carbon emissions by the second half of this century to achieve this. To meet these targets and to reduce premature deaths and emissions related illnesses, we all need to act now.

¹ Committee on the Medical Effects of Air Pollutants (COMEAP)

1.2 The challenge

London faces significant projected population growth (70,000 every year), reaching 10.5 million in 2041. This means that just to meet demand, at least 66,000 new homes need to be built in London every single year. In Harrow, the borough needs to build 13,920 new homes by 2028/29² to meet the growing demand.

If the population growth results in increased traffic volumes, there are economic, environmental and health consequences. The road and public transport network are already under pressure with congestion occurring on a daily basis. Sustained growth in demand for motorised travel will outstrip the available supply of land. Travel by car will therefore become even more difficult and the only way to address this demand is to spread the travel demand across a wider range of mode choices.

Continued growth in the borough population, the increase in single occupancy households and the increase in the proportion of people aged over 85 all need considering in terms of their impact on transport. Increased traffic volumes are likely to increase traffic congestion and worsen air pollution. Traffic congestion also damages the economy. Health of the borough will also be impacted. Two thirds of adults and one fifth of children start school overweight in Harrow, and diabetes rates in the borough are higher than the England average. Both these conditions are exacerbated by increasingly sedentary lifestyles. These are all issues that can be significantly addressed through ensuring a more active population living in a healthier environment.

To encourage those with access to a car to walk, cycle or use public transport, the alternatives need to compete favourably against the car in terms of journey times and reliability, comfort and personal independence. Active travel is far cheaper and in many cases quicker than other transport modes, but people are not always aware of this.

To ensure this Harrow has a sustainable future, the borough needs to reduce reliance on non-sustainable forms of transport, wherever possible remove motorised vehicle domination of neighbourhoods and create a better and healthier environment for sustainable forms of transport. Streets need to be inviting places for all, so that residents, visitors, employers and employees can better appreciate them.

This report will show how Harrow is addressing these issues and working towards a more sustainable future.

1.3 LIP3 objectives

LIP3 sets out long terms goals and transport objectives for the borough for the next 20 years, proposes a three-year programme of investment starting in 2019/20, and includes a delivery plan for the period 2019/20 - 2021/22. It also includes the targets and outcomes the borough is seeking to achieve.

The plan identifies how the London Borough of Harrow will work towards achieving the MTS priorities which are:

- Healthy Streets and healthy people
- A good public transport experience
- New homes and jobs

As part of developing LIP3, the following transport objectives were agreed:

² Draft London Plan, December 2017

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality
2. Adopt a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041 and focus on reducing the number of motorcycle casualties across the borough
3. Increase the number of people cycling in the borough in order to improve public health, improve air quality, reduce congestion and to reduce the impact of climate change
4. Improve freight servicing and delivery arrangements to reduce congestion and delays on the network and consider other types of freight delivery options that could reduce traffic congestion
5. Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.
6. Encourage the uptake of ultra-low emission vehicles instead of fossil fuel powered vehicles through the use of promotional activities, increased Ultra Low emission zones, neighbourhoods of the future, and greater availability of electric charging facilities, thereby improving air quality, reducing traffic noise and reducing CO₂ emissions throughout the borough
7. Support improved orbital transport links across the borough and between outer London centres to provide wider access to employment opportunities and to enable journeys currently made by car to be made by sustainable forms of transport and thereby improve the environment
8. Improve transport connectivity throughout the Harrow and Wealdstone Opportunity Area and particularly between Harrow-on-the-Hill station/ Harrow bus station and Harrow & Wealdstone station
9. Ensure that the vitality of all town centres are supported through good transport links prioritising sustainable modes of transport
10. Improve public transport accessibility, support the expansion of bus and rail services throughout Harrow and in particular, support increased bus priority to deliver a more reliable, faster and more accessible public transport experience
11. Prioritise sustainable travel improvements for all new developments to support population growth and housing needs identified in the London Plan and local development framework
12. Prioritise the transport needs of the Harrow and Wealdstone Opportunity Area
13. Keep the transport network in good condition and serviceable to encourage the use of sustainable transport modes

1.4 Sustainable transport choices

For the purposes of this document, sustainable transport includes walking, cycling, scooting and the use of low emission vehicles such as electric vehicles and public transport.

1.5 Healthy streets approach

The Healthy Streets approach is the underlying framework for the Mayor of London's Transport Strategy. This approach is a system of policies and strategies to put people, and their health, at the heart of decision making. Harrow has adopted the healthy streets approach to deliver improvements that will enable the borough to improve people's experience of walking, cycling and using public transport and also encourage fewer trips by car.

Healthy streets can provide high-quality environments with enough space for walking, cycling and public transport use. Streets can be enhanced with seating, shade, trees and greenery, and reduced dominance of vehicles by designing for slower vehicle speeds. They can hold events and activities that entice people out to shop, play and socialise. Adopting the healthy streets approach will help the

borough work towards creating a healthier and more attractive street environment, increasing the number of people walking, cycling and using public transport and changing streets so that quality of life for all people is improved, enabling people to live well and also to reduce inequalities.

The healthy streets approach is not a quick fix to deliver change, it is a long-term plan for improving people’s experiences of streets, helping everyone to be more active and enjoy the health benefits of an improved environment.

Figure 1 shows the ten indicators that are used to measure Healthy Streets. Using these evidence based indicators will help to ensure that streets are made to be more attractive places. This will enable Harrow to work towards creating a healthier street environment increasing the number of people walking, cycling and using public transport and improve streets so that all people are included and can live well.

Figure 1: Healthy Streets indicators



1.6 Targets

The Mayor of London’s Transport Strategy (MTS) puts active travel at its heart and sets the following targets for London:

- Mode share - 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041 (from 63 per cent in 2015)
- Physical activity - all Londoners to do at least the 20 minutes of active travel they need to stay healthy each day by 2041

As part of Harrow’s Transport Local Implementation Plan 2019/20 - 2021/22, Harrow has adopted these targets. In addition, Harrow has adopted a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041.

1.7 The benefits of active travel

Active travel includes walking, cycling and scooting. Daily physical activity is hugely important for maintaining health, and inactivity directly contributes to one in six deaths in the UK.

If more people walk or cycle and consequently fewer people drive, the direct benefits from the increased active travel are:

- Improved physical and psychological wellbeing
- Reduced social exclusion

- Reduced traffic volumes
- Reduced traffic congestion
- Reduced air pollution
- Less traffic noise
- Reduced carbon emissions
- Streets and neighbourhoods that are more pleasant

For the individual, the benefits of walking and cycling are:

- Improved personal health including weight loss – particularly of benefit to those with high blood pressure, obesity and type 2 diabetes but also of benefit to people with stressful lives
- Less breathing problems - pollution levels are lower in the open air than in motor vehicles
- Improved personal fitness level
- Improved sleep
- Increased independence
- An improved local environment
- Faster journeys particularly for shorter journeys where cycling is often the fastest modes of transport
- More money as walking and cycling are low cost modes of travel
- More accurately estimated journey times
- Improved access to essential services and facilities
- Increased social inclusion
- Reduced parking problems

Just 10 minutes physical activity a day has a big benefit to a person’s health and wellbeing. Harrow residents have reported that the barriers to being active are cost and time. Taking an active way to travel to work, school or recreational activities helps reduce these barriers.

1.8 Barriers to walking and cycling

Addressing the reasons that we don’t walk or cycle more is a key way to encourage increased active travel. Table 1 shows many of the reasons people give for not actively travelling.

Table 1: Barriers to walking or cycling

	Walking	Cycling/ Scooting
Not enough time	✓	✓
Security / safety concerns	✓	✓
Route safety perceptions	✓	✓
Bad weather	✓	✓
Not fit enough / too tired to walk or cycle or use scooter	✓	✓
Have a disability that makes it harder to walk/cycle/use scooter	✓	✓
Public anti-social behaviour	✓	✓
Unfamiliar with route	✓	✓
Car is more convenient	✓	✓
Habit	✓	✓
Distance perceived as too far	✓	✓

	Walking	Cycling/ Scooting
Too many hills	✓	✓
Need to carry heavy goods	✓	✓
Need car for next part of journey	✓	✓
Streets are dirty and too much litter everywhere	✓	✓
Poor lighting increasing perceptions of danger	✓	✓
Don't own a bike or scooter		✓
Concerns about cycle /scooter theft		✓
No seating along the route to rest	✓	
Footways cluttered and too often obstructed by cars, street furniture, signage	✓	
Poorly designed streets	✓	
Lack of tactile paving	✓	
Lack of safe crossings	✓	
Illegal cycling on the footpath makes journey feel unsafe	✓	
Fear of being involved in a collision		✓
No segregated cycle routes		✓
Nowhere weatherproof to leave bicycle		✓
Nowhere to shower / change at destination		✓
Nowhere safe to leave bicycle at destination		✓

1.9 Funding improvements

The key source of funding for most sustainable transport schemes is the borough's TfL LIP allocation funding. However lack of funding and supporting resources constrain the amount that the borough is able to deliver. The borough also hopes to achieve TfL Strategic and Discretionary funding for some schemes which is dependent on negotiations with TfL and successful bids. There is also a small amount of borough funding available for selected schemes.

1.10 Borough programme entry system

There is not sufficient funding or resources to address all of the issues identified in this plan. For this reason, Harrow has developed a formal framework for assessing and prioritising all suggestions for projects, schemes or works. This framework is known as the borough programme entry system. This enables the borough to develop a ranking list for each work category type. The work categories used in the programme entry system are based around the MTS and latest LIP. Those cases that satisfy the criteria and meet a set threshold are then used to inform the development of future programmes of investment.

2. Walking

Walking is one of the simplest ways to keep healthy, save money and help the environment, yet people are still too often reticent to choose to walk.

According to a Diabetes Care Report 2018 for Harrow, only 76.9% of people in Harrow do any walking at least once a week which is below the England average of 80.6%. Harrow has the 2nd lowest levels of walking in London. Nearly one in three (31%) of the adult population in Harrow is classed as physically inactive falling into the Chief Medical Officer's "high risk" health category. Not exercising enough can have serious health implications including childhood obesity and diabetes.

Fourteen per cent of Londoners say London is not pedestrian friendly, and 11 per cent say this of their local area. Sixty-six per cent of Londoners say they would walk more if routes were improved to give greater priority to people walking. People need space for walking as well as safe and convenient crossings.

This strategy has been developed to show how Harrow is working to improve the environment for walking and encouraging everyone to walk more. The plan supports the Harrow Transport Local Implementation Plan 2019/20 - 2021/22 (LIP3) by providing more details on the work that Harrow is doing.



2.1 Existing walking targets

Targets are important to ensure that borough progress in delivering sustainable transport can be monitored.

The following targets have all been agreed as part of LIP3:

1. By 2041, 64% of daily trips should be made by foot, cycle or public transport in Harrow
2. By 2041, 70% of Harrow residents will do at least 20 mins active travel each day
3. Harrow has adopted a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041

2.2 Objectives for walking

Based on the Harrow LIP3 and the Mayor of London’s Transport Strategy 2018, the following are the objectives for walking in Harrow:

1. Improve the quality and experience of walking throughout the borough
2. Improve the perceived and actual safety of pedestrians
3. Improve health of borough residents by promoting healthy walking and encouraging active travel and recreational walking

The walking objectives fit well with the Healthy Streets indicators and this is shown in Table 2.

Table 2: Walking objectives link to healthy streets

Objectives	How each objective contributes to the Healthy Streets Indicators' scores									
	Pedestrians from all walks of life	Easy to cross	Shade and shelter	Places to stop and rest	Not too noisy	People choose to walk, cycle and use PT	People feel safe	Things to see and do	People feel relaxed	Clean air
Improve the quality and experience of walking throughout the borough	✓	✓	✓	✓	✓	✓	✓		✓	✓
Improve the perceived and actual safety of pedestrians	✓	✓			✓	✓	✓		✓	✓
Improve health of borough residents by promoting healthy walking and encouraging active travel and recreational walking	✓					✓	✓		✓	✓

2.3 Walking objective 1: Improve the quality and experience of walking throughout the borough

Good infrastructure enables more active travel. People walking need good routes and crossings, and uncluttered and attractive streets. The borough needs to improve the environment for pedestrians and cyclists in the whole borough and particularly within new growth areas such as the Harrow Opportunity Area.

Adopting the healthy streets approach will enable the borough to improve people’s experience of walking and also encourage fewer trips by car. Streets need to be inviting for everyone to spend time in and enjoy. Over the longer term, this plan aims to improve people’s experiences of the streets, helping everyone to be more active and enjoy the health benefits of an improved environment.

2.3.1 Local walking schemes

These schemes are introduced to address local barriers to walking at crossing points and to address severance issues that arise from heavily trafficked roads. The aim of walking schemes is to provide easy and safe access to local amenities and facilities within communities and particularly better access for people with mobility impairments.

The typical measures introduced in these schemes include pedestrian crossings, controlled crossings, signal pedestrian phases, pedestrian route signing as well as the introduction of new pedestrian routes and links. New schemes are prioritised using a formal framework for assessment based on the local environment.

2.3.2 Liveable neighbourhoods

A Liveable Neighbourhood is an area that provides attractive, healthy, accessible and safe neighbourhood for people. Typically, this may involve changes to town centres and their surrounding residential areas to improve conditions for walking and cycling and reduce traffic dominance. Liveable neighbourhoods will often also include increased planting and street greening.

Liveable neighbourhoods improve people's experience of walking, cycling and using public transport and encourage fewer trips by car. However they are expensive to introduce and the borough needs external financial support to enable their delivery. The borough has a long term aspirational programme for delivering liveable neighbourhoods over the next 15 years.

To identify the future programme for liveable neighbourhoods, a wide range of issues are considered. These include local health issues, poor air quality, local connectivity and high indices of multiple deprivation.

2.3.3 Public realm improvements

Harrow and Wealdstone Intensification Area will be the focus for growth in the borough. Wealdstone and Station Road will become the focus of regeneration efforts, providing for a substantial proportion of the Borough's future housing growth. Growth areas will be accompanied by large scale public realm improvements. These public realm improvements will include an improved walking environment that considers safety, accessibility, signing, seating, street greening and lighting etc.

2.3.4 Legible London

Legible London is a wayfinding project designed to provide better information throughout London for people who walk. The signs offer a consistent experience and information about distances between areas. The signs are also well integrated with other transport modes, so when people are leaving the tube they can quickly identify the route to their destination.

Legible London maps and signs help people find their way by detailing the landmarks they'll pass on their journey and estimate the time it will take to reach their destination. The signs are orientated to face the same way as the user is facing. This helps people understand their immediate environment more easily.

Harrow began rolling out Legible London in the borough in 2013. So far it covers all the underground and overground stations in the borough, all the town centres including Harrow, Wealdstone, Pinner, Stanmore, Hatch End, West Harrow, North Harrow, South Harrow, Sudbury Hill and Headstone Manor. As the signs are rolled out they encourage residents and visitors to the borough to walk more and to further explore local areas.



Previously the signs were supported financially by TfL funding. This will no longer happen and future support for these schemes will be dependent on receiving S106 funding from developers as part of the planning approval process.

2.3.5 Preventing parking on verges and footways

Parking on verges and footways anywhere in London is illegal, unless adjacent signs indicate otherwise. Doing so is obstructive to pedestrians, blind people, those with mobility difficulties and to people with pushchairs. It also causes additional maintenance costs, environmental damage and risk of infrastructure damage. Driving onto the pavement or footway (to park or otherwise) is an offence under Section 72 of the *Highways Act 1835*.

There are a few locations across the borough where regular and illegal footway parking has occurred. This was the result of the high number of cars needing to park in densely populated locations. There are some locations in the borough where footway parking is allowed. At these locations, marked bays are shown on the footway and it is clearly signed as such. Parking on footways or verges across the borough has been reviewed and in the future will be better enforced to ensure that the pavements and verges are kept clear for pedestrians and those with mobility difficulties.

2.3.6 Improving pedestrian access to green spaces

Green spaces provide social, environmental, and economic benefits which both directly and indirectly enhance an individual's quality of life. Access to green space improves quality of life and general well-being, aids in the treatment of mental illnesses, can reduce health inequalities, help remedy depression and generally improves the physical and mental health of individuals.



Rights of way

The borough's countryside comprises green belt, open spaces and parks. Harrow's rights of way run through much of these green areas. Rights of way in Harrow include footpaths, bridleways and byways. An annual survey is undertaken to review the condition of the rights of way and to identify remedial actions needed. Issues identified include extending the rights of way network to include new routes and also improving the overall accessibility of the network to all users, particularly those with mobility difficulties. Typical measures to improve the rights of way include way marking signage, handrails, seating along long routes, new rights of way and replacing stiles with kissing gates to improve accessibility.

Green grid

The Green Grid is a network of interlinked, multi-purpose open and green spaces with good connections to the places where people live and work. The Harrow Green Grid is part of a wider London Green Grid, and includes projects that will help develop and improve the network.

The All London Green Grid (ALGG) is a strategic project which provides a framework for the creation, enhancement and management of multifunctional green and open spaces across the whole of Greater London. It is an important initiative in facilitating green infrastructure projects across the capital.

The ALGG aims to:

- increase access to open space
- conserve landscapes and the natural environment and increase access to nature
- adapt the city to the impacts of climate change

- make sustainable travel connections and promote cycling and walking
- encourage healthy living
- promote sustainable food growing
- enhance visitor destinations and boost the visitor economy
- promote green skills and sustainable approaches to design, management and maintenance

Green grid funding is usually provided through Section 106 funding or CIL funding as part of the planning process.



2.3.7 Road maintenance

Poor road conditions can deter people from walking and can also be dangerous. All of Harrow roads and pavements are inspected regularly by a team of Highways Inspectors.

The council has put in place a system for reviewing and prioritising all highways maintenance defects to ensure resources are used in the most effective way through two main areas of work:

- Reactive maintenance which deals with immediate risks to the public from minor defects and,
- Structural maintenance which addresses large scale refurbishment due to significant deterioration of the highway structure.

Reactive repair works

All footways and carriageways in the borough are inspected by the council's highway inspectors on a cyclical routine inspection regime, between three and four times a year. As a result of these inspections localised minor works and repairs are implemented where a defect exceeds the council's intervention levels, and is considered to be a potential hazard to pedestrians or vehicles. This work is aimed at keeping the highway asset condition safe for the travelling public and complies with national guidance set out in the "Well Managed Infrastructure Code of Practice".

The public can also report defects that they see and the highway inspectors will undertake additional safety inspections to investigate these reports and implement repairs where the intervention levels are met.

Structural maintenance programmes

Major work programmes are developed on the basis of annual condition surveys undertaken to an agreed UK pavement management assessment system undertaken by specialised highway surveyors. The surveys are reviewed by the Council in accordance with the principles of the Council's highway asset management strategy to determine the maintenance priorities for the year. As far as practicable the Council produces a targeted programme of works that takes account of the condition surveys, traffic usage, reactive maintenance history and any other identified risks. The aim is to achieve the maximum benefit from the resources available so that the longevity of the highway is maximised and the speed of deterioration and any future maintenance costs are minimised. There are two main structural maintenance programmes, one for carriageways resurfacing and the other for footways reconstruction.

2.4 Walking objective 2: Improve the perceived and actual safety of pedestrians

Harrow has an excellent record in road safety and is one of the safest boroughs in London. However, busy roads, junctions and high-speed traffic all impact pedestrian safety and perceptions of safety and discourage walking.

One of the most effective ways of improving pedestrian safety is reducing vehicle speeds. Even at a relatively low impact speeds, pedestrians receive more severe injuries than many other road user groups, when involved in collisions, because often their only protection is their clothes.

The Council provides road safety courses at Harrow schools and more information on these is provided in the School Sustainable Mode of Travel strategy.

Harrow has adopted a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041 and the work identified in this section, all contribute to Harrow's vision zero approach to road safety.



2.4.1 20mph zones

20mph zones create a safer environment for all road users. They not only improve the safety of an area, but also improve the perception of safety.

Harrow has introduced 20mph zones around most of the schools in the borough. A few of the schools in the borough are located in areas where it is not possible to introduce a 20mph zone such as being located by a main road. Figure 2 shows schools in the borough as well as the existing 20mph zones in the borough. Around 50% of the road network in the borough is covered by 20mph speed restrictions and the borough will work to increase this.

Harrow 20mph zones are designed to be "self-enforcing" due to traffic calming measures which are introduced along with the change in the speed limit. Speed humps, chicanes, road narrowing, and other measures are typically used to both physically and visually reinforce the slower speed limits.

The main aims of the introduction of a 20mph speed limit in an area are to:

1. improve road safety
2. discourage passing through traffic
3. encourage walking and cycling
4. improve the local environment

Before and after site surveys such as speed surveys are undertaken to monitor the impact of the measures introduced. The borough shares recorded speed survey data with the police at quarterly traffic liaison meetings so they can decide whether they should target their resources to the area.

2.4.2 Local safety schemes

Local Safety schemes form part of the Mayor of London's vision zero transport strategy for deaths and serious injuries to be eliminated from all road collisions on London streets by 2041. They are introduced to reduce casualties in any area where clusters of accidents occur.

Pedestrians crossing roads are particularly vulnerable when involved in accidents with motorised vehicles, particularly when vehicles are travelling at speed. The types of improvements that can be made to improve safety for pedestrians in these schemes are: improved and new crossing facilities such as Countdown times, Zebras, Pelican, Puffin and Toucan crossings, or all red phased signalled crossings; traffic speed limit signs; vehicle activated traffic speed signs; improved lighting; and changes to parking regulations to improve visibility for pedestrians.



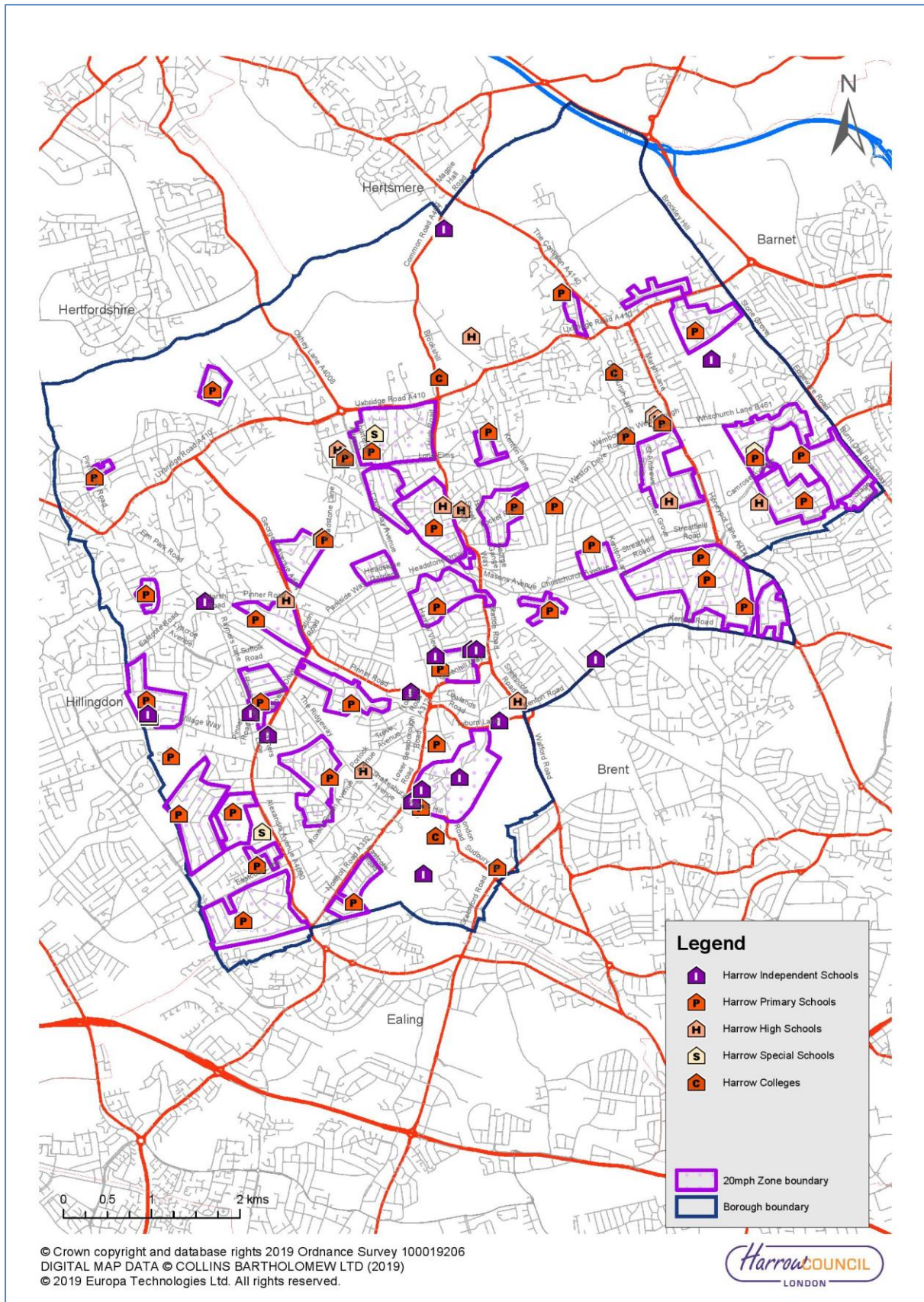
2.4.3 Local safety parking schemes

Local safety parking schemes are introduced to improve local pedestrian access and also to protect dropped crossings. These schemes often also improve visibility for road crossings and may involve changes to road markings or operational hours of controlled parking bays.

2.4.4 Community roadwatch

Community roadwatch is a scheme that gives local residents the opportunity to work side by side with their local police teams and use speed detection equipment to identify speeding vehicles in their communities. Warning letters are issued where appropriate, and the information can help to inform the future activity of local police teams. Community roadwatch events happen throughout the year at various sites across the borough where requests for speed enforcement have been received by the public.

Figure 2: Schools and 20mph zones in Harrow



2.4.5 Pedestrian crossings

The types of crossings available in any location, impact on pedestrian safety and also on pedestrian perceptions of safety. Road junctions and crossing points are, by definition, locations where conflicting movements between motor traffic, cyclists, pedestrians and mobility impaired users are concentrated. The type of crossing introduced at any location is chosen based on the local environment, the pedestrian and cycle flows and also traffic volumes and speed. Replacing any crossing facility has cost implications and for this reason, crossings in Harrow are primarily replaced where a need based on safety or improved accessibility has been identified.

Countdown timers

Pedestrian countdown timers show the amount of time left to cross the road before the red man appears. This allows pedestrians to decide if they have enough time to cross the road. The countdown display is shown on the opposite side of the road, next to the green and red man signals. After the green man has signalled to pedestrians to start crossing the road, there is a 'blackout' phase where no pedestrian signals are shown. During the blackout phase, the countdown begins, ending with a red man pedestrian signal. The duration of the countdown varies depending on the signal timings at the junction.

The advantages of these timers are as follows:

- Pedestrians feel less rushed when crossing
- Gives more confidence to mobility impaired pedestrians, who may cross more slowly
- Pedestrians who didn't see a green man signal can decide if they have enough time to cross the road
- Some installations can result in a small reduction in delay to motorised vehicle traffic

Harrow is reviewing all controlled crossings at junctions for suitability for introducing countdown timer crossings and will introduce these where deemed most beneficial in terms of safety benefits.

Zebra Crossing

Zebra crossings have two sets of flashing amber beacons. They have an area of road between them that's painted in black and white stripes. Drivers are legally obliged to give way to pedestrians waiting to cross. Failing to give way to pedestrians is a criminal offence that can result in points on a driving licence, or on a provisional licence.



Pelican Crossing

Pelican crossings use buttons, lights and sounds to allow pedestrians to cross the road safely. Pelican is short for Pedestrian Light Controlled Crossing. Pelican crossings differ from Zebra crossings in that the flow of traffic is controlled by traffic lights. Pedestrians waiting at a Pelican crossing are able to press a button that changes the traffic lights to red after a timed delay.

Puffin Crossing

At Puffin crossings the red and green man aspects are housed on the pole as part of the push button unit instead of on the far side of the road. This gives the waiting pedestrians a good view of

approaching traffic as they wait for the green man signal. A Puffin crossing has its sequences controlled by sensors mounted on the lights, rather than a timer.

Puffin is short for Pedestrian User Friendly Intelligent crossing. The crossing operates in a very similar way to the Pelican crossing, however they are fitted with smart sensors. These can tell when the crossing is clear to release the traffic with a green light, or when a pedestrian may be taking longer to cross the road and so can hold the traffic at a red light a little longer. If a pedestrian walks away without crossing the road, before the green man is shown, then the pedestrian demand is cancelled and the traffic signals stay at vehicle green. As a result, a Puffin crossing is more efficient for both pedestrians and traffic.

Toucan Crossing

Toucan crossings are designed so both pedestrians and cyclists can safely cross a road side-by-side. Apart from the addition of a cyclist crossing they are almost identical to Puffin crossings. They are slightly wider in order to accommodate both pedestrians and cyclists together. On the newer Toucan crossing installations the crossing time is determined by on-crossing detectors like at a Puffin crossing.

Pegasus Crossing

Also known as an Equestrian Crossings, Pegasus crossings are designed for pedestrians and horses to cross the road safely together. These are not currently used in the borough.

2.5 Walking objective 3: Improve health of borough residents by promoting healthy walking and encouraging active travel and recreational walking

People living in traffic-calmed environments feel safer and use public space more often. A safer environment means that children are more likely to be allowed outside on their own, where they will play for longer, and their physical activity will increase.

The borough encourages walking to school through the development of school travel plans. These plans include supporting and promoting events such as local walking campaigns, Walk on Wednesdays, Theatre in Education and encouraging school walking buses.

2.5.1 Walking for health

Harrow provides free Health Walks for local residents with an opportunity to walk regularly in a relaxed and friendly environment and enjoy some of Harrow's green spaces. The walks are varied in length and level and are all led by qualified and insured volunteer walk leaders, who encourage participants to walk at their own pace. Around 300 people every month participate in the walks. These walks are free and are advertised on the Harrow website and also at libraries and doctors' surgeries. Walks often start at schools, train stations and GP surgeries and provide



people with a social way to enjoy walking.

School walking bus

A walking school bus is a group of children walking to school with one or more adults. The aim of the walking school bus is to encourage children to walk to school together. Walking buses help to promote road safety, health and exercise however they also often reduce absence levels and improve attendance. School walking buses are dependent on support from local parents and staff and for this reason are often hard to keep going. In several schools across the borough school walking buses have started but have not managed to maintain ongoing support.

2.5.2 Walk Once a Week (WOW)

WOW is Living Streets' year-round walk to school challenge. Pupils record how they get to school each day on the interactive WOW Travel Tracker and those who walk (skate, scoot, cycle or Park & Stride!) at least once per week for a month are rewarded with a themed badge. In the future, the information will be recorded on the Internet via traveltracker.org.uk. WOW is aimed at changing the habits of children's travel on the school journey in hope that the children and parents will learn from a small change in the way they travel once a week to changing their behaviour further. The programme is aimed at ages 4-11 children in key stages 1 and 2.

2.5.3 International walk to school month

International Walk to School Month is held in October every year in a bid to promote the health and environmental benefits of avoiding cars. Schools across the world join forces to promote walking to schools and raise awareness of environmental issues. The aim of the month is to promote fun events and activities and to raise awareness about walking to school. It gives children, parents, school teachers and community leaders an opportunity to be part of a global event as they celebrate the many benefits of walking. Walkers from around the world walk to school together hoping to create communities that are safe places to walk.

2.5.4 Theatre in education

Theatre in Education provides a theatre production across selected primary schools in the borough and aims at encouraging sustainable travel for the children through an interactive experience. The show lasts for under an hour, it is a high energy enthusiastic show which is then followed by an interactive game to ensure that the children have understood the issues raised in the play. Issues raised in the play include:

- Car sharing
- Public transport
- Walking
- Fuel pollution
- Climate change
- Walking and cycling being fun, healthy and sociable
- Basic road safety

This play is always well received by schools, teachers and children.

2.5.5 School active travel maps

Active travel maps are provided to all schools in the borough to help pupils and parents choose sustainable, safe and healthy ways to travel to school. The maps show the sustainable travel options available to each school and are tailored to include:

- local public transport facilities (e.g. tube and train stations, and bus route information) – showing which bus routes travel on roads close to the school.

- 5 and 10 minute walking zones – showing approximate 5 and 10 minute walking distances from the school site.
- cycling route information – roads are colour-coded to Bikeability training and confidence levels to enable cyclists to plan routes according to their individual cycling abilities
- school keep clear markings and park entrances

The maps can be used by anyone travelling to the school including pupils, parents, staff and visitors. The maps are also available on Harrow’s website and have been designed for display in a highly visible location in the school such as notice boards and school foyers.

2.5.6 Active Harrow Strategic Group

Traffic and Highways are part of the Active Harrow Strategic Group. Active travel initiatives are promoted with this group and with other council and community and voluntary sector partners. The strategic group is also developing a multi-agency focus on two geographical areas of higher obesity and physical inactivity in the borough; an action plan will be developed to promote community led opportunities to be more active in South Harrow and a Superzone pilot based in Wealdstone which will look at a whole system approach to improving the health of the urban environment.

2.5.7 Walking campaigns and promotions

Various walking campaigns and promotions are run throughout the year including walk once a week, international walk to school month and theatre in education. Many of the campaigns involve school competitions linked to events such as road safety week.

The Living Streets Walk to School campaign is aimed at encouraging more parents, children and young people to make walking to school part of their daily routine. The Council supports this by providing schools with additional Living Streets resources to engage pupils in the campaign such as badges for reaching specific targets, wall charts to enable classroom discussions, calendars, T-shirts, pencils and certificates for participating.





Car owners in London are **2 – 3 times less** likely to do **half an hour of activity** in a day than those who don't own cars

Nearly **1/2** of car trips made by London residents could be **cycled** in around **10 minutes**



More than **1/3** of car trips made by Londoners as a driver or passenger could be **walked** in **under 25 minutes**

2/3 of car trips made by London residents could be **cycled** in under **20 minutes**



Only **1/3** of car trips are longer than **5km**. Some of these could be **cycled** in around **20 minutes**

2.6 Delivering the walking objectives

The long-term targets for walking that were agreed as part of LIP3 are shown in Table 3.

Table 3: Long term walking targets

Long term targets	Latest available data	Target and year
Physical activity - all Londoners to do at least the 20 minutes of active travel they need to stay healthy each day by 2041	2014/15 to 2016/17 25%	2041 70%
Mode share of all trips to be made on foot, by cycle or using public transport	2014/15 to 2016/17 48%	2041 64%

Table 4 shows the targets that will be used to measure the delivery of the walking objectives.

Table 4: Walking targets to deliver objectives

Walking objectives	Targets to monitor progress	Current status	Target and year
Improve the quality and experience of walking throughout the borough	Delivery of Wealdstone Square, Greenhill Place and Harrow Square	Wealdstone Square is currently being built	2021
	Maintain current urban tree stock levels		2021/22
Improve the perceived and actual safety of pedestrians	Increase proportion of network covered by 20mph speed restriction to 60% by 2021/22	50% of road network covered by 20mph restrictions in 2019	60% by 2021/22
	Introduce countdown crossings to 20% of all controlled crossings	10% of all controlled crossings are currently countdown crossings.	20% by 2021/22
	Reduce pedestrian KSIs to 15 KSIs by 2022	28 pedestrian KSIs in 2017	15 pedestrian KSIs in 2022
	Reduce number of vulnerable road user KSIs to 28 by 2022	50 vulnerable road user KSIs in 2017	28 vulnerable road users in 2022

Walking objectives	Targets to monitor progress	Current status	Target and year
Improve health of borough residents by promoting healthy walking and encouraging active travel and recreational walking	75% of children using sustainable modes to travel to school by 2020/21	65% based on latest hands up surveys	75% by 2020/21
	Provide cycle training for over 1500 children per annum	1026 children trained in 2018/19	1500 per year
	Maintain at least 20 health walks a week	20 health walks each week	Annual

2.7 Funding the walking action plan

Table 5 shows the key funding sources used for Harrow walking initiatives.

Table 5: Key funding source for walking initiatives

Actions	TfL LIP programme funding	TfL strategic funding	Section 106 or CIL	Harrow funded	Other
Walking objective 1: Improve the quality and experience of walking throughout the borough					
Local walking schemes	✓				
Liveable neighbourhoods		✓			
Public realm improvements			✓		✓
Legible London	✓		✓		
Preventing parking on verges and footways				✓	
Rights of Way			✓	✓	
Green grid			✓	✓	
Road maintenance				✓	
Walking objective 2: Improve the perceived and actual safety of pedestrians					
20mph zones	✓		✓		
Local safety schemes	✓		✓		
Community roadwatch	✓				
Pedestrian crossings	✓		✓		
Walking objective 3: Improve health of borough residents by promoting healthy walking routes to school and encouraging active travel including recreational walking for all					
Walking for health	✓			✓	
School walking buses					
Walk Once a Week	✓				
International walk to school month	✓				
Theatre in education	✓				
School active travel maps	✓				
Active Harrow strategic group					
Walking campaigns and promotions	✓				

2.8 Walking Action Plan

Table 6 shows the borough walking action plan and how the agreed borough LIP3 policies fit with the new walking objectives. The table also shows the outputs to be delivered relating to each policy.

Table 6: Walking action plan

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Walking objective 1: Improve the quality and experience of walking throughout the borough		
Ensure that all aspects of the walking environment including links to parks and open spaces are effectively considered when delivering works for liveable neighbourhoods and corridor schemes (W9)	These are all dependent on TfL funding. However programme is as follows: Harrow and Wealdstone 2020-2025 Rayners Lane 2022-2027 Stanmore 2024-2029 Edgware 2026-2031 South Harrow 2028-2033	2021-2033

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale										
Improve the environment for pedestrians and cyclists in the whole borough and particularly within the Harrow Opportunity Area (R11)	<p>Local Safety Schemes to be introduced by 2019/20: Oxhey Lane / Uxbridge Road – Harrow Weald, Alexandra Avenue – Rayners Lane, Pinner Road / Station Road – North Harrow Further locations will be selected based on KSIs.</p> <p>Delivering liveable neighbourhoods. However these are all dependent on TfL funding. The proposed programme is as follows:</p> <table border="0"> <tr> <td>Harrow and Wealdstone</td> <td>2020-2025</td> </tr> <tr> <td>Rayners Lane</td> <td>2022-2027</td> </tr> <tr> <td>Stanmore</td> <td>2024-2029</td> </tr> <tr> <td>Edgware</td> <td>2026-2031</td> </tr> <tr> <td>South Harrow</td> <td>2028-2033:</td> </tr> </table> <p>Additional walking schemes</p>	Harrow and Wealdstone	2020-2025	Rayners Lane	2022-2027	Stanmore	2024-2029	Edgware	2026-2031	South Harrow	2028-2033:	Ongoing
Harrow and Wealdstone	2020-2025											
Rayners Lane	2022-2027											
Stanmore	2024-2029											
Edgware	2026-2031											
South Harrow	2028-2033:											
Improve access to Harrow’s green spaces and historic areas and improve pedestrian walkways that use and link existing parks and open spaces with the town centre and transport interchanges (W10)	Increased green grid and rights of way improvements	Ongoing										
Improve pedestrian linkage between Harrow town centre and Harrow on the Hill station (W11)	Reengineer the public realm as part of developments within the town centre area											
Prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is prioritised (SI10)	<p>Reduction in illegal parking on footways and verges</p> <p>Review of parking strategies to develop policies to reduce the amount of illegal parking on footways and verges</p>	Ongoing										

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Consider the provision of additional seating in all new schemes to benefit the needs of those with mobility difficulties, giving particular consideration to road side seating in areas beyond the town centres which would enable many people to take short walking trips outside their own homes (SI6)	Additional public seating provided – most likely to be part of major public realm squares	Ongoing
Improve pedestrian and cycle wayfinding across the borough and work with TfL to expand Legible London in Harrow (R4)	Subject to funding, Legible London to be extended as follows: Rayners Lane area 19/20 Sudbury area 21/21 North Harrow area 21/22 Queensbury area 22/23	2020-2023
Increase the amount and variety of trees and plants across the borough's open spaces and within streetscapes (PR6)	More trees planted than removed as part of new transport schemes	Ongoing
In all liveable neighbourhoods schemes the borough will consider planting and street greening to provide shade and shelter and to create a more attractive environment, the potential reallocation of road space to benefit sustainable transport, as well as road traffic restrictions and the possible introduction of play streets (R2)	More street planting and greening	Ongoing
Walking objective 2: Improve the perceived and actual safety of pedestrians		
Increase the extent of 20mph roads in the borough and expand the existing 20mph zones to cover more areas where people live, work and shop and where children travel to school (RS6)	20mph zones at the following locations: Clitheroe Avenue, Rayners Lane, Kingshill Avenue – all to be introduced by 2019/20. Further locations will be selected based on agreed criteria.	Ongoing

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Prioritise schemes that maximise casualty reduction predictions and pose the highest risk to vulnerable road users and in particular the numbers killed and seriously injured per annum for the available finance (RS3)	Local Safety Schemes to be introduced at following locations: Oxhey Lane / Uxbridge Road – Harrow Weald, Alexandra Avenue – Rayners Lane, Pinner Road / Station Road – North Harrow – all to be introduced by 2019/20 - Further locations will be selected based on KSIs.	Ongoing
Provide road safety education events at schools and colleges throughout the borough (S9)	Delivery of Theatre in Education and Community Roadwatch Reduced casualties for pupils on school journeys	Ongoing
Work with the parking service and police to enforce and promote safe driving and parking in school zones (RS7)	Improved enforcement activity at schools and modal shift to sustainable transport	Ongoing
Work with the Metropolitan Police in using their powers of enforcement to deal with illegal cycling on pavements and footpaths (RS22)	Engagement with Harrow Safer Neighbourhoods Teams. Increased public enforcement of cycling on pavements	Ongoing
Walking objective 3: Improve health of borough residents by promoting healthy walking routes to school and encouraging active travel including recreational walking for all		
Promote sustainable and healthy travel choices and healthy walking routes to school through the use of school travel planning, travel awareness campaigns, cycle training and an improved walking and cycling environment (W1)	Increased number of schools with active travel plans Increased number of journeys to school made by active transport	Ongoing
Work with schools to set up additional school walking buses (W3)	This is part of school travel planning process. More school walking buses	Ongoing

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Encourage recreational walking as well as active walking as a mode of transport and support national walking campaigns (W2)	Increased participation in borough Health Walks including maintaining 20 walks a week Improved walking environment throughout borough but particularly in Opportunity Area	Ongoing
Promote the Walk London network and new leisure routes through Harrow's extensive green areas (W6)	Increased participation in borough Health Walks including maintaining 20 walks a week	Ongoing
Work with the Active Harrow Strategic Group to promote active and sustainable travel (W5)	Increased active travel and active travel events	Ongoing
Work in partnership with Public Health to promote walking and the Walking for Health scheme (W4)	Increased participation in borough Health Walks	Ongoing

3. Cycling

Increasing the take up of cycling in the borough will improve the health of all those participating, could reduce traffic congestion, traffic noise and air pollution and could also help address climate change. Unfortunately, the number of people choosing to cycle in Harrow is currently low and Harrow was ranked the lowest of the 33 London boroughs for residents who cycle to work in the 2011 census.

Despite the low take up of cycling, Harrow has been identified as an area where there is considerable scope to increase cycling and it has been estimated that there are a potential of 228,100 cyclable trips in the borough. This is a challenge for the borough. Encouraging more trips to be cycled will be done through improving the safety of cycling in the borough, training more people to cycle with confidence, improving cycle links across the borough, providing more facilities to support cycle journeys and also focussing on encouraging cycling for shorter journeys that are currently made by car.

Most cycling in London is undertaken by people who cycle regularly, and the majority of the population do not do this. Across London, people who currently cycle are more likely to be white, male and earning more than £20,000 each year, suggesting that the barriers to cycling are felt more acutely by women, BAME (black, Asian and Minority Ethnic) people and those earning less than £20,000 each year. Harrow's population is very ethnically diverse and more needs to be done to encourage all of society but in particular women and BAME groups in Harrow to cycle more.

Interventions used to increase cycling among under-represented groups include behaviour change and marketing campaigns and activities with schools through the STARS accreditation programme. TfL also delivers a programme of cycle grants to help communities and not-for-profit groups across London to develop initiatives targeting people who may not otherwise ride a bike (e.g. cycle training, guided rides, bike loans).

Across the borough a network of cycle routes currently provides a total of 41km cycle lanes. This represents around 10% of the Harrow road network.



This strategy has been developed to show how Harrow is working to improve the environment for cycling and encouraging everyone to cycle more. The plan supports the Harrow Transport Local Implementation Plan 2019/20 - 2021/22 (LIP3) by providing more details on the work that Harrow is doing.

3.1 Cycling vision

Harrow's vision for cycling is for the borough to be one where more people choose to cycle more often; where cycling is widely considered to be enjoyable, safe, practical, convenient and accessible; where cycle routes provide improved connections and faster trips to more destinations, where people of different ages and backgrounds cycle with confidence and where cycling in the borough is a normal every day transport option to choose to go to school, work, shop, visit friends or spend free time and where cycling is the preferred mode of travel for more people particularly for shorter distance journeys.

There is a lot to be done to deliver this vision. A change in attitudes is needed, as well as improvements to the quality and extent of the existing cycling infrastructure across the borough. Delivering this vision will improve the health of those choosing to cycle, potentially reduce levels of diabetes and obesity, improve air quality, reduce traffic congestion and help address climate change.

3.2 Existing cycling targets

Targets are important to ensure that borough progress in delivering sustainable transport can be monitored.

The following targets have all been agreed as part of LIP3:

1. By 2041, 64% of daily trips should be made by foot, cycle or public transport in Harrow
2. By 2041, 70% of Harrow residents will do at least 20 mins active travel each day
3. Harrow has adopted a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041.
4. By 2041, 51% of Harrow residents will live within 400m of the London-wide strategic cycle network

3.3 Objectives for cycling

Based on Harrow LIP3 and the Mayor's Transport Strategy, the following are the objectives for cycling in Harrow:

1. Make cycling journeys safer
2. Promote cycling as a convenient, safe, healthy secure, inclusive and enjoyable activity and as a sustainable way to travel
3. Improve and extend the borough cycle network and cycling infrastructure to create a comprehensive network of comfortable and attractive cycle routes
4. Facilitate and support bicycle ownership/access and secure parking

3.3.1 Cycling objectives link to healthy streets

The cycling objectives fit well with the Healthy Streets indicators and this is shown in Table 7.

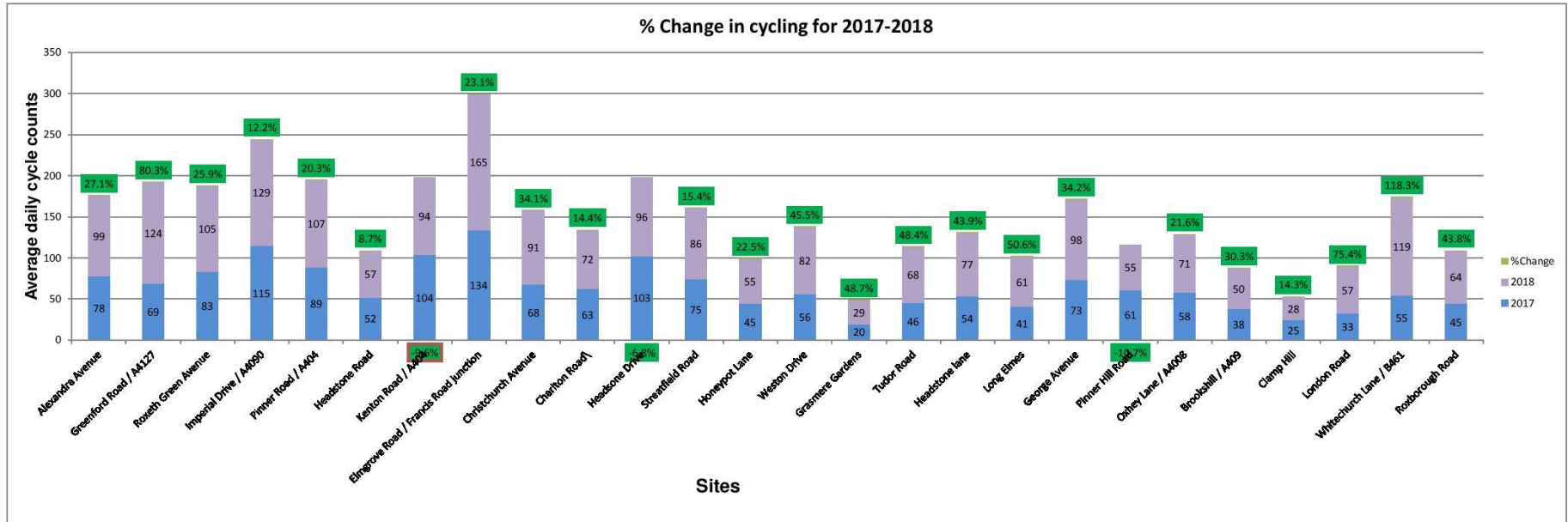
Table 7: Cycling objectives link to healthy streets

Objectives	How each objective contributes to the Healthy Streets Indicators' scores									
	Pedestrians from all walks of life	Easy to cross	Shade and shelter	Places to stop and rest	Not too noisy	People choose to walk, cycle and use PT	People feel safe	Things to see and do	People feel relaxed	Clean air
Make cycling journeys safer					✓	✓	✓		✓	✓
Promote cycling as a convenient, safe, healthy secure, inclusive and enjoyable activity and as a sustainable way to travel					✓	✓	✓		✓	✓
Improve and extend the borough cycle network and cycling infrastructure to create a comprehensive network of comfortable and attractive cycle routes					✓	✓	✓		✓	✓
Facilitate and support bicycle ownership/access and secure parking					✓	✓				✓

3.4 Cycle monitoring

In 2017, the borough introduced 26 new cycle counters across the borough at strategic locations. These have been introduced to show the impact of cycling measures introduced in the borough. The cycle counters have shown an average of 27.3% increase in cycling between 2017 and 2018. Figure 3 shows the percentage change at all locations across the borough.

Figure 3: Percentage change in cycling 2017-2018



3.5 Cycling objective 1: Make cycling journeys safer

The number of cycle casualties resulting from road collisions in the borough is low; this is partly as a result of the low number of cyclists in the borough. The main barrier to the take up of cycling is the fear of being involved in a collision.

It is essential to reduce road danger and also the perception of cycle safety. In Harrow this is being addressed through increased cycle training, giving cyclists the confidence they need to effortlessly choose to cycle as well as introducing schemes to address any locations where clusters of cycle casualties have occurred.

Harrow has adopted a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041 and the work identified in this section, all contribute to Harrow's vision zero approach to road safety.

3.5.1 Cycle training

Cycle training is an effective way of increasing confidence among adults, children and families, and encouraging more people to cycle. Cycle training is delivered to achieve various levels of bikeability proficiency.

To encourage increased cycling, cycle training is offered to all schools in the borough as well as offered outside the school environment. Cycle training is also facilitated for Special Educational Needs and Disability (SEND) schools providing an extended duration of training and adapted bikes for pupils to participate in training. Some SEND training is delivered within schools and tailored to each school's requirements.



Due to the variation of capabilities, not every child is able to participate. SEND training is also available to adults once requested. Training sessions are tailored to accommodate the requirements of the trainee.

To ensure that those who need to benefit from the health of increased cycling, promotional leaflets are provided across Harrow in doctor's surgeries and libraries, leisure centres, community notice boards, social media accounts/council website, Harrow People Magazine and Annual Council Tax guide promoting the health benefits of cycling and also providing information on how to access cycle training.

All cycle training courses are also promoted via the council website and with schools and businesses in the borough. Anyone who lives, studies or works in the borough is eligible to participate in cycle training. Cycle training courses are free beyond the initial £5 administrative fee. Training courses last approximately 90 minutes and are run throughout the year on Saturdays.

Bikeability training and courses

Bikeability training levels are as follows:

At **Bikeability Level 1** new riders learn to control and master their bikes in a space away from traffic such as a playground or closed car park. Trainees will usually be trained in a group of 2-12, though individual training may also be available.

Bikeability Level 2 takes place on local streets, giving trainees a real cycling experience. Trainees learn how to deal with traffic on short journeys such as cycling to school or the local shops. Trainees are usually trained in small groups – up to 6 trainees per instructor – though individual training may also be available.

Bikeability Level 3 equips trainees with skills for more challenging roads and traffic situations – busier streets, queuing traffic, complex junctions and roundabouts. It also includes planning routes for safe cycling. Level 3 training is delivered one-to-one or in groups of up to 3 so can be tailored to a trainee’s individual needs, such as a route to work or school.

Bikeability trained cyclists receive a badge and a certificate in recognition of the level they’ve achieved. The certificate also includes areas for further practice noted by the instructor.

Approximately 1100 - 1200 children across the borough are trained to bikeability levels 1 or 2 per annum. Bikeability courses are delivered during term time at primary schools for children in year 4 - 6 and in selected secondary schools for year 7 - 8.

3.5.2 Women-only cycle training

The Council provides women-only bike sessions which provide a supportive, social and fun environment for women aged 14+ to build their confidence and fitness. There is no required cycling ability or fitness level. These sessions are for complete beginners, nervous riders and women who are returning to cycling. Women who are not complete beginners can learn to cycle with other women building on their fitness for weekend adventures. Providing these courses encourages women’s uptake of cycling in the borough. The courses aim to build up attendees’ confidence level until they are riding for leisure or even riding for part of their daily commute. Women’s only sessions were introduced to not only encourage more women to cycle but appeal to women that were restricted in engaging in mixed gender activities due to cultural/religious lifestyles.

3.5.3 Balance and Ride courses for children

Learn to Balance and Ride courses take place after school and during school holidays in schools across Harrow. Courses are available for children aged 3-11 years who cannot yet ride a bike on two wheels. During these sessions, free bicycles are provided to children to help them to learn the core fundamentals of cycling. These sessions are free but require prior booking.

3.5.4 Improving bikeability of all routes in Harrow

A road’s bikeability provides information on the local road environment and the extent to which the area encourage cycling. Harrow works to improve the bikeability of all roads in the borough. However resources are focused on improving the identified aspirational network shown in Figure 5.

3.5.5 Local safety schemes

Local Safety schemes form part of the Mayor of London’s vision zero transport strategy for deaths and serious injuries to be eliminated from all road collisions on London streets by 2041. They are introduced to reduce casualties in any area where clusters of accidents occur.

Cycle safety can be addressed in local safety schemes. Three-quarters of collisions with cyclists happen at junctions. The types of improvements that can be made to improve safety for cyclists are: separating cycling from motorised vehicles, providing dedicated cycle lanes or advisory lanes and providing advanced stop lines for cyclists at junctions. Cycling advanced stop lines are designed to allow cyclists to pull away in front of traffic at signals where they change to green.

3.6 Cycling objective 2: Promote cycling as a convenient, safe, healthy secure, inclusive and enjoyable activity and as a sustainable way to travel

Cycling should be fun. There is a sense of adventure for many cycle trips especially for young cyclists. It is also a sustainable way to travel. Cyclists save money and have more independent lives than those entirely reliant on cars and public transport.

3.6.1 National bike week

Bike Week is an annual opportunity to promote cycling at schools. Various kinds of activities are run during this week that encourage cycling. Most Bike Week events take place within the official event week in June.

3.6.2 Biking fun days

Biking fun days take place during National Bike Week. Biking fun days allows the children in key stage 1 the chance to learn balancing skills using balance bikes. At the end of the day, the whole school is treated to an assembly with a BMX stunt rider who focuses on safer cycling skills.

3.6.3 Biker's breakfast club

This is where a school offers cyclists a free breakfast on arrival at school for those who have cycled to school. This is to reward the cyclists and encourage others to get cycling by highlighting the benefits of active travel. Bikers' breakfasts also offer an opportunity to promote the school's other cycling initiatives and facilities such as cycling clubs, pool bikes, scooter schemes and Dr Bike sessions.

3.6.4 Dr Bike sessions

Dr Bike sessions provide an opportunity for bicycles to be checked over by an experienced cyclist and mechanic. Checks include the bicycle wheels, brakes, gears and tyre pressure, lights, racks, pedals, saddles and more. Minor adjustments can be made to the bike at the session and other issues that can't be fixed on site can be identified. Dr Bike sessions are provided to schools receiving Bikeability training before cycle training commences. This is to ensure that the pupil's bikes are road worthy.



3.6.5 E-bike trial

To encourage staff cycling, together with WestTrans, Harrow, took part in an e-bike trial. The aim of the trial was to see if electric bikes could play a role in shifting staff away from using the car for some shorter journeys to encourage modal shift. The trial involved six e-bikes being loaned to staff for a month at a time, to allow them to develop the habit of cycling to work and encourage them to purchase an e-bike for themselves. 36 staff and teams participated in trialling the bikes during the trial.

Civil Enforcement Officers (CEO) within the Parking Operations Team also participated in the e-bike trial and found that they could carry out some of their duties more quickly by e-bike than on foot. As a direct result the team purchased their own e-bike for use by the CEOs and may purchase additional bikes in the future.

The Council and WestTrans are in discussion regarding extending the trial and establishing whether it is possible to purchase the bikes used at a reduced cost.

3.6.6 School active travel maps

Active travel maps are available for all schools in the borough to help pupils and parents choose sustainable, safe and healthy ways to travel to school. The maps show the sustainable travel options available to each school and are tailored to include:

- local public transport facilities (e.g. tube and train stations, and bus route information) – showing which bus routes travel on roads close to the school.
- 5 and 10 minute walking zones – showing approximate 5 and 10 minute walking distances from the school site.
- cycling route information – roads are colour-coded to Bikeability training and confidence levels to enable cyclists to plan routes according to individual abilities.

The maps can be used by anyone travelling to the school including pupils, parents, staff and visitors. The maps are also available for download on Harrow's website.

3.6.7 Tour de Harrow

The Tour de Harrow is an annual week-long cycling roadshow combined with various cycling activities for adults and children. It was launched to boost the profile of cycling in the borough and aims to increase participation and interest in cycling as well as improving confidence and cycling competency for residents to make regular journeys by bike.

3.6.8 Tour de Salah

Tour de Salah is the largest Muslim cycling event in the UK and introduces cycling to novices within traditionally harder to reach groups. The event has been effective in encouraging more people in Muslim communities to engage in cycling. Participating cyclists cover up to 100km across the capitals iconic landmarks and mosques over one day. This year the Harrow Mosque is part of the route and the event is being promoted across the borough. This event helps to encourage increased BAME people to take up cycling.



3.6.9 BMX cycling facility

Harrow is proposing to construct a brand new BMX cycling facility to transform the lives of young people from disadvantaged communities and encourage the social and health benefits of cycling. The facility will serve the whole community and aims to increase cycling participation with young people from lower social grades and from BAME backgrounds to promote cycling in an exciting and engaging way. The facility will be based within one of the more deprived wards in the borough.

3.7 Cycling objective 3: Improve and extend the borough cycle network and cycling infrastructure to create a comprehensive network of comfortable and attractive cycle routes

New and enhanced cycling infrastructure is required to encourage more people to choose to cycle for commuter, shopping, educational and leisure trips. For new cycle routes in the borough, it is important that they provide new links both to educational institutions and where appropriate through to other boroughs. It is also important that existing and new routes take account of road conditions, local topology and traffic speeds to minimise cycling accidents. Reducing road danger and making Harrow streets more cycle friendly will enable the borough to unlock the existing cycling potential in the borough.

3.7.1 Creating a better cycle network

The existing cycle network in Harrow is integrated into the wider West London cycle network and provides some continuity of cycling to town centres located in adjacent boroughs. Figure 5 shows Harrow's aspirational strategic cycle network. The aspirational strategic network was identified by looking at TfL heat maps to create a network where cycling potential was greatest.



The network links up stations and local centres and as it is developed, the stations will become cycle hubs facilitating easy change between transport modes.

A recent review of the cycle network indicated that there are 50.6 km of on-road cycle routes, 4.8 km of off-road cycle routes and 7 km of Greenway cycle routes (off road routes through parks and green spaces) in the borough.

Harrow strategic cycle network

Harrow aspires to introduce a “tube map” of strategic cycle routes to provide a seamless, convenient and safe network of cycle routes across the borough. Figure 4 shows the connectivity being introduced with the proposed strategic cycle network. Figure 5 shows a further map of the aspirational strategic routes in the borough along with the delivery timetable. When completed, the network will improve connectivity across the Borough and also to key destinations in adjacent Boroughs.

Signage along the Harrow local cycle routes follow the colour codes of the London underground routes. For example the Metropolitan Route has purple signing along the route similar to the colour on the underground, the Jubilee Route is silver the Northern Route will be black etc.

The typical measures undertaken to improve the cycle network include junction improvements, cycle lanes and tracks, advance stop lines, signalised crossings and other crossing points. Funding for cycle lane improvements is predominantly from the TfL LIP programme of investment.

To ensure that improvements to the cycle network are effective, before and after site surveys are undertaken to monitor the impact of the measures to monitor mode shift.

Measures to improve the cycle network are prioritised based on agreed criteria.

Figure 4: Harrow cycling connectivity map

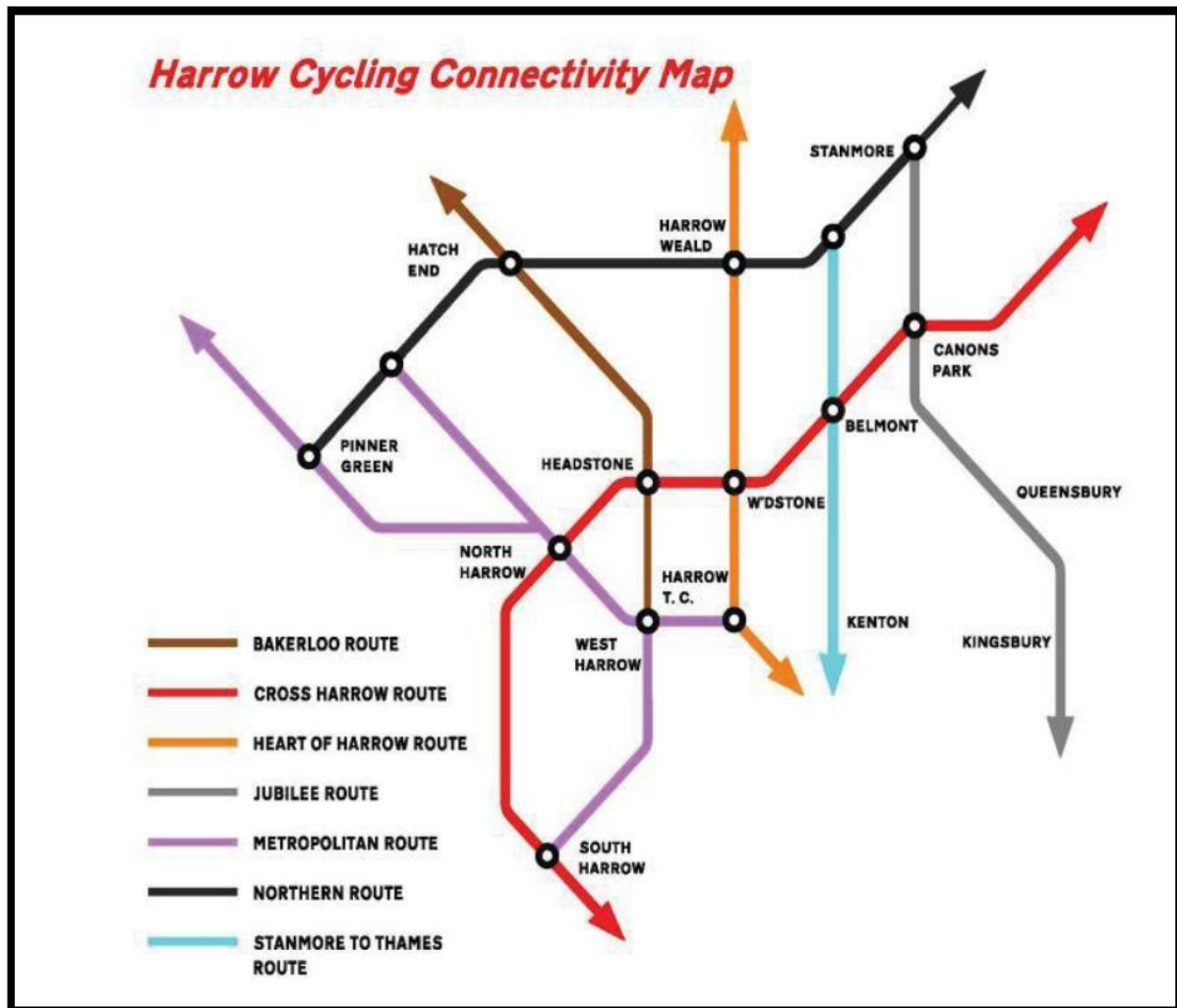
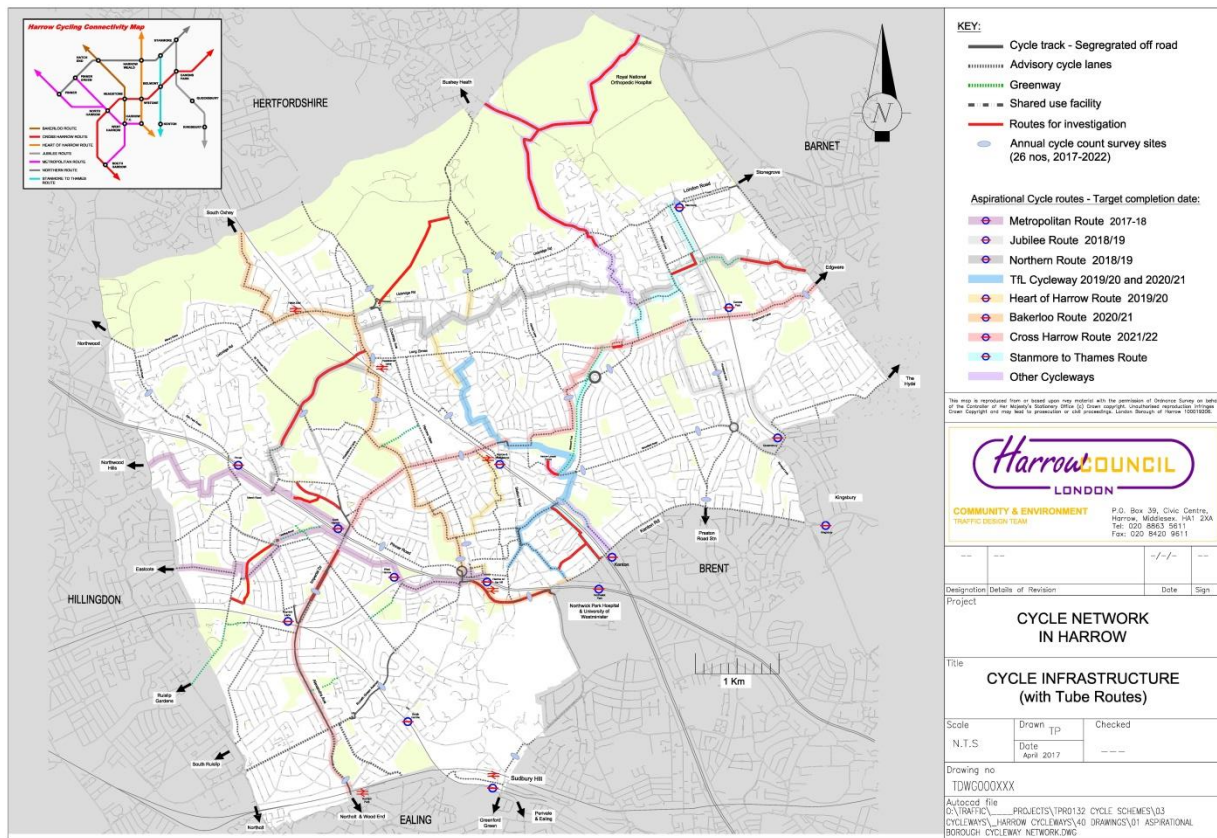


Figure 5: Harrow aspirational strategic cycle network



3.7.2 Harrow TfL Cycleway route

Cycleway³ routes are continuous and convenient cycle routes on less-busy backstreets across London. Cycleway routes are intended to form a network of radial and orbital cycle routes designed to overcome barriers to cycling and target cyclists who want to use quieter, low-traffic routes that provide a more suitable environment for those cyclists who want to travel at a gentler pace.

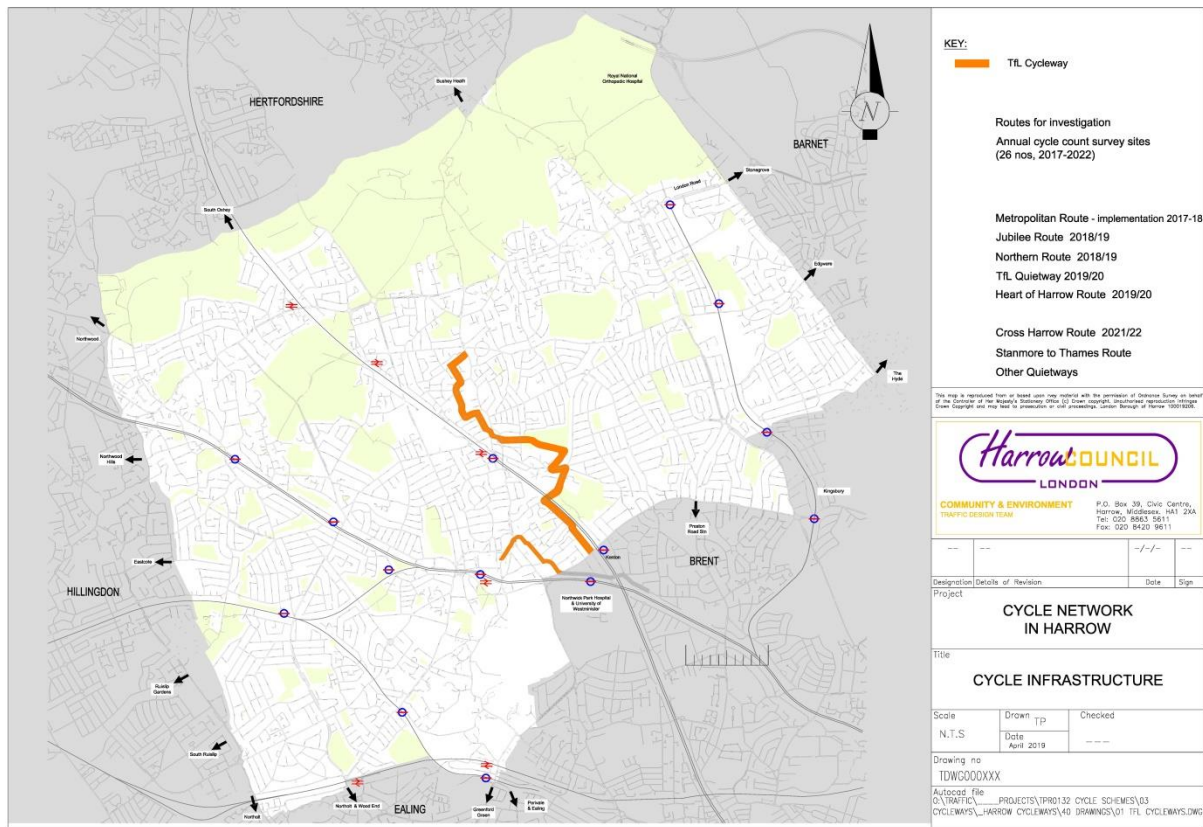
Cycleway routes are clearly marked with purple signs to help cyclists find their way along roads they may never have cycled along before. They are ideal for people who want to cycle on lower-traffic streets, especially if they are new to cycling in London.

A new Cycleway route is proposed in the borough which will link Harrow town centre and Wealdstone town centre via a network of quiet residential local streets to avoid the main heavily trafficked roads. The proposed route will run along a mainly north-south alignment between Harrow Weald and Kenton Road linking with Harrow town centre and passing through Wealdstone town centre for a distance of 6.35 km. The route will also utilise existing off road cycling facilities recently introduced in Station Road between Greenhill Way and Hindes Road. The route development and implementation will be funded by TfL.

Figure 6 shows the proposed cycleway route.

³ Previously known as Quietway routes

Figure 6: Proposed cycleway - Northwick Park to Harrow Weald



3.7.3 Recreational cycle network

To support the aspirational strategic cycling network, Harrow also supports additional cycling routes through parks and open spaces particularly to encourage recreational cycling. An additional green cycling route is proposed through the Kodak site. This route will run from Headstone Manor and crosses Harrow View near the large roundabout, continue through the development into Kodak East, run through the development and then come back out in Headstone Drive. It is being funded by Section 106 money and is estimated to be completed by 2023.

To allow increased cycling through parks, bylaws need to be changed and where possible, Harrow will consider making these changes.

3.7.4 Crossing signals for cyclists

Toucan Crossing

Toucan crossings are designed so both pedestrians and cyclists can safely cross a road side-by-side. The decision to implement a Toucan crossing is based on the numbers crossing and the local traffic flow. Apart from the addition of a cyclist crossing they are almost identical to Puffin crossings. They are slightly wider in order to accommodate both pedestrians and cyclists together. On the newer Toucan crossing installations the crossing time is determined by on-crossing detectors like at a puffin crossing.

3.8 Cycling objective 4: Facilitate and support bicycle ownership/access and secure parking

Safe, secure and weatherproof cycle parking needs to be available at both the start and end of journeys for cycling to even be considered. Cycle parking should be located in a way that avoids disruption to pedestrians, shoppers carrying goods and people with mobility difficulties and is in a

location that is visible to passers-by to limit the potential for theft and damage of bikes and also especially where bikes are likely to be well used.

3.8.1 Borough wide cycle parking survey

Harrow will commission a borough wide survey to identify locations where there is currently insufficient cycle parking. This survey will include the availability of cycle parking at Harrow on the Hill, Wealdstone, Stanmore and Rayners Lane stations and will be completed in 2019/20. Following this review, the borough will increase cycle parking facilities to meet any latent demand.

3.8.2 Dockless Cycle Hire Scheme

The Council are considering developing a dockless cycle hire proposal and exploring the viability of a partnership with an existing dockless cycle hire operator to increase the uptake of cycling across the borough.

3.8.3 Electric Dockless cycle hire scheme



The introduction of electric dockless cycle hire to Harrow is being considered. These would help target the first and last miles of journeys that in many instances may otherwise be undertaken by car. It would also promote cycling as a leisure activity and provide an additional mode of transport for people to access shops, colleagues and local places of interest. This will most likely be progressed in partnership with neighbouring boroughs and an electric bike hire company.

3.8.4 Borrow a bike campaign

In order to encourage the use of bikes and bike ownership Harrow launched a campaign 'Borrow a Bike' to allow those who live, study or work in the borough to loan a bike of their choice over a four week period. During the loan, the participants are required to keep a log of trips/activities completed. At the end of the loan period, participants are able to purchase the bikes and necessary equipment at a discounted price.

3.8.5 Cycle parking

To encourage increased cycling, cycle parking needs to be readily available in local shopping centres, educational places, hospitals, council offices and at other local amenities. Gaps in the provision of available cycle parking spaces will be identified in a borough wide survey in 2019/20 and following this, a programme of additional cycle parking will be introduced.



School and college cycle parking

The Council supports schools by providing some funding for additional cycle parking at schools. When schools update their travel plans, schools identify the level of cycle parking they have. Following completion of their school travel plan, schools are able to apply for small grants funding from TfL to supply more school cycle parking spaces

Station cycle parking

Cycle parking at stations improves the accessibility of underground and rail transport to those living further away from stations and where walking is less practical. It is particularly important for those who are only able to cycle a short part of their overall journey or only feel sufficiently confident enough to just cycle a short distance.

Most stations in the borough have some level of cycle parking available at or near the station, however the quality of cycle parking provided is not always of the same standard. The borough continues to liaise with TfL and Network Rail regarding suitable, secure and increased cycle parking at stations.

Following the cycle parking review in 2019/20, the borough will work towards cycling provision meeting likely demand at Harrow on the Hill, Wealdstone, Stanmore and Rayners Lane stations and at more stations further afield.

3.8.6 Cycle hubs

Harrow aspires to provide cycle hubs in Harrow town centre and Wealdstone Town Centres to support opportunities to introduce cycle hire schemes which may have a beneficial impact on increasing the take up of cycling. These would most likely be installed as part of a successful liveable neighbourhood funding bid to TfL. Cycle hubs will also be introduced at adjacent stations along the aspirational strategic cycle network as the network is delivered.



3.9 Delivering the cycling objectives

The long-term objectives for cycling targets that were agreed as part of LIP3 are shown in Table 8.

Table 8: Long term cycling targets

Long term targets	Latest available data	Target and year
Mode share of daily trips to be made by foot, cycle or public transport in Harrow	2014/15 to 2016/17 48%	64% 2041
Physical activity - all Londoners to do at least the 20 minutes of active travel they need to stay healthy each day by 2041	2014/15 to 2016/17 25%	70% 2041
Percentage of Harrow residents to live within 400m of the London-wide strategic cycle network	2016 0%	51% 2041

Table 9 shows the targets that will be used to measure the delivery of the cycling objectives.

Table 9: Cycling targets to deliver objectives

Cycling objectives	Targets to monitor progress	Latest available data	Target and year
Make cycling journeys safer	Harrow has adopted a Vision Zero approach towards eliminating all road traffic deaths and serious injuries by 2041.	Cyclists 2016 32KSIs	0KSIs 2041
Promote cycling as a convenient, safe, healthy secure, inclusive and enjoyable activity and as a sustainable way to travel	Increase cycling by an average of 5% each year at existing cycle crossing counts	2132 cyclists passing cycle crossing counters in Harrow in 2018	2469 cyclists by 2021/22
	Provide cycle training for over 1500 children and over 100 adults	176 adults trained in 2018/19 1026 children trained in 2018/19	114 adults in 2019/20 1590 children in 2019/20
Improve and extend the borough cycle network and cycling infrastructure to create a comprehensive network of comfortable and attractive cycle routes	Deliver aspiration strategic cycling network Metropolitan route 2017/18 Jubilee route 2018/19 Heart of Harrow route 2019/20 Bakerloo route 2020/21 Cross Harrow route 2021/22	Metropolitan route delivered 2017/18 (6 miles)	2021/22

Cycling objectives	Targets to monitor progress	Latest available data	Target and year
Facilitate and support bicycle ownership/access and secure parking	Provide 50 additional cycle parking stands at strategic locations across the borough each year	700 stands in 2019.	800 stands by 2021/22

3.10 Funding the cycling action plan

Table 10 shows the key funding source used for Harrow cycling initiatives.

Table 10: Key funding sources for cycling initiatives

Actions	TfL LIP programme funding	TfL strategic funding	Section 106 or CIL	Harrow funded	Other
Cycling objective 1: Make cycling journeys safer					
Cycle training	✓				
Women only cycle training	✓				
Balance and ride courses for children	✓				
Improving bikeability of all routes	✓				
Local safety schemes	✓				
Cycling objective 2: Promote cycling as a convenient, safe, healthy secure, inclusive and enjoyable activity and as a sustainable way to travel					
National bike week	✓				
Biking fun days	✓				
Biker's breakfast club	✓				
Dr Bike sessions					
E-bike trial	✓				
School active travel maps	✓				
Tour de Harrow	✓				
Tour de Salah	✓				
BMX cycling facility	✓				
Try cycling events	✓				
Cycling objective 3: Improve and extend the borough cycle network and cycling infrastructure to create a comprehensive network of comfortable and attractive cycle routes					
Harrow strategic cycle network	✓		✓		
Harrow TfL Cycleway route		✓			
Recreational cycle network			✓		
Crossing signals for cyclists	✓		✓		

Actions	TfL LIP programme funding	TfL strategic funding	Section 106 or CIL	Harrow funded	Other
Cycling objective 4: Facilitate and support bicycle ownership/access and secure parking					
Cycle parking survey	✓				
Dockless cycle hire scheme	✓				
Electric dockless cycle hire scheme	✓				
Borrow a bike campaign	✓				
Cycle hubs	✓		✓		
Cycle parking	✓		✓		

3.11 Cycling Action Plan

Table 11 shows the borough cycling action plan and how the agreed borough LIP3 policies fit with the new cycling objectives. The table also shows the outputs to be delivered relating to each policy.

Table 11: Cycling Action Plan

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Cycling objective 1: Make cycling journeys safer		
Adopt a Vision Zero approach towards eliminating all road deaths and serious injuries by 2041 (RS1)	Reduced KSIs on Harrow roads Local Safety Schemes to be introduced in 2019/20: Oxhey Lane / Uxbridge Road – Harrow Weald, Alexandra Avenue – Rayners Lane, Pinner Road / Station Road – North Harrow Further locations will be selected based on agreed criteria	Ongoing
Encourage cycling generally and in particular for journeys to school (C4)	Increased number of adults and children cycling Increase in pupils cycling to school Reduced car use, improvements to air quality, health and reduced congestion	Ongoing
Cycling objective 2: Promote cycling as a convenient, safe, healthy secure, inclusive and enjoyable activity and as a sustainable way to travel		
In partnership with WestTrans, trial and introduce dockless cycle hire in the town centre with a view to expanding the service throughout the borough (C8)	Dockless cycle hire throughout borough	2019/20
Promote recreational cycling – but give priority to increasing cycling as an alternative to car use (C3)	Increase in number of adults and children cycling Reduced car use, improvements to air quality, health and reduced congestion	Ongoing

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Publish and distribute cycling leaflets and maps in areas of the borough identifying the locations of designated cycle routes, cycle parking facilities, barriers to use and main road crossings (C7)	Maps are provided to all schools as part of school travel planning. These maps are all available for download on Harrow's website.	Ongoing
Introduce measures and programmes to encourage persons from BAME and other statistically cycling adverse groups to take up cycling and to cycle more often (C2)	Increase in women and BAME groups cycling	Ongoing
Cycling objective 3: Improve and extend the borough cycle network and cycling infrastructure to create a comprehensive network of comfortable and attractive cycle routes		
Review the existing cycle delivery plan with a view to expanding the network (C9)	Introduce the following cycle routes: Jubilee cycle route 2018/19 Heart of Harrow route 2019/20 Bakerloo route 2020/21 Cross Harrow route 2021/22 Reduced car use, improvements to air quality, health and reduced congestion	2019-2022
Work with TfL to contribute to delivery of strategic cycle routes including Cycleways (C13)	Conceptual design will start 2018/19 with a view to carrying out public consultation on sections of the route in the summer of 2019. Reduced car use, improvements to air quality, health and reduced congestion	2019/20
Ensure the progressive delivery and maintenance of a high quality of cycle route provision, consistent with London Cycling Design Standards, as well as clear continuity and consistency in design; and ensure that, wherever practicable, provision is designed and implemented to cater for tricycles and bikes with trailers (C10)	Introduce the following cycle routes: Jubilee cycle route 2018/19 Heart of Harrow route 2019/20 Bakerloo route 2020/21 Cross Harrow route 2021/22 Reduced car use, improvements to air quality, health and reduced congestion	2019-2022

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Improve pedestrian and cycle wayfinding across the borough and work with TfL to expand Legible London in Harrow (R4)	Improved wayfinding will occur along with the introduction of the cycle routes as follows: Jubilee cycle route 2018/19 Heart of Harrow route 2019/20 Bakerloo route 2020/21 Cross Harrow route 2021/22	2019-2022
Cycling objective 4: Facilitate and support bicycle ownership/access and secure parking		
Encourage employers to make provision for employees wishing to cycle to a similar standard to that required from new development including the provision of “cycle pools” (C12)	Negotiated through planning applications. More “cycle pools” for employees. Increased cycling	Ongoing
Encourage the delivery of secure and weather-protected cycle-parking at sites generating/attracting significant numbers of cycling trips – most particularly, at strategic interchanges and stations and at local shopping areas; and encourage other authorities with specific responsibilities within the borough to do the same (C11)	Cycle parking review to be completed 2019/20. New cycle parking programme to follow the review	2019/20 onwards
Provide additional cycle parking in schools, review and increase the level of safe and secure cycle parking available across the borough (C5)	More safe and secure cycle parking across the borough and particularly in schools	Ongoing
Review cycle parking at stations, particularly at Harrow on the Hill, Wealdstone, Stanmore and Rayners Lane stations and work towards cycling provision meeting likely demand at these stations and further afield (C6)	Cycle parking review to be completed 2019/20. New cycle parking programme to follow the review	2019/20 onwards
Provide and promote cycle training for children and adults who work, study or live in the borough (C1)	Increase in number of adults and children cycling Reduced car use, improvements to air quality, health and reduced congestion	Ongoing

4. Public transport

Public transport is a key contributor to sustainable transport. In Harrow, bus, underground or trains provide the only realistic sustainable alternative to those private car journeys which are impractical on foot or by bicycle especially for longer journeys. To ensure public transport is considered for existing car journeys, it needs to be a more attractive alternative to private car use. This can be achieved in many different ways.



For many people, using public transport often includes an active travel element to their journeys. People using public transport typically do between eight and 15 minutes of active travel a day, compared to less than one minute for those using a car. Half of all walking journeys in London are to or from public transport stations and stops.

Transport for London (TfL) is an executive body of the Greater London Authority and is responsible for implementing the Mayor's Transport Strategy and managing public transport services across the Capital. This includes the management of nearly all buses in London and the London Underground service. TfL also manages all of the traffic lights and signals across London.

There are 37 bus routes, including 5 night bus services, serving areas within the borough and providing links to neighbouring boroughs. Harrow bus station is currently operating over capacity. There are also four London Underground lines and a London Overground line managed by TfL together with several rail services providers which provide important connections to Central London.

4.1 Managing public transport in Harrow

The provision of almost all public transport is the responsibility of TfL who specify bus and underground service levels. Whilst the Council does not have any direct controls over the running of any public transport it does have a key role working in partnership with TfL and the operators regarding improvements to services required. The Council also facilitates improved communication between public transport interest groups, other stakeholders and TfL.

Although the Council has limited direct influence on the running of public transport services, there are many ways the borough can improve public transport in the borough. These include:

- Ensuring bus stops are accessible, usually done through raising kerb heights to enable use by low floor buses
- Providing bus priority measures on the road network such as additional bus lanes, yellow box junctions, bus gates and recommended changes to bus lane operational hours
- Reducing congestion along bus routes by revising parking regulations and improved enforcement
- Liaising with TfL over routes, signals, timetables etc.

4.2 Harrow public transport liaison group

Harrow liaises with TfL, public transport operators and user groups through its regular Rail (including Underground) and Bus and Highway liaison group meetings. The borough works through these quarterly liaison meetings to review and improve standards to improve the attractiveness of bus, underground and rail travel in the borough. Nominated councillors, representatives from TfL, Harrow Public Transport Users Association (HPTUA), London TravelWatch and other stakeholder attend both meetings. London Underground, Rail and bus operators, TfL Bus operations also attend the relevant meetings.

London TravelWatch is the independent, statutory watchdog for transport users in and around London. It is funded by the London Assembly and represents all London transport users on all modes of transport. HUPTA represents the interests of all public transport users who live, work, or travel in Harrow.

4.3 Benefits of buses

Buses can move 70 people in the same amount of space taken up by about three cars. Many trips that people make by car, which they may not want or be able to make by foot or cycle, can be switched to the bus. This frees up street space and reduces the dominance of motor vehicles that can make streets unpleasant and discourage active travel.

Buses help to reduce traffic and therefore make streets safer and easier to cross. They provide essential local transport links, enabling people to reach high streets and town centres and support local economic vitality. For older and disabled people, and those travelling with young children, buses also offer an accessible form of transport. Buses are also one of London's most affordable public transport options and, for many, they are the easiest choice.

4.4 Benefits of Underground & Rail services

Underground and rail services provide the most practical option for travel into central London for most people. They are direct and operate clear of road congestion. These services also provide a practical sustainable alternative to the private car to many destinations outside London.

4.5 Existing public transport targets

The Mayor of London identifies the importance of delivering a good public transport experience as one of the strategic outcomes in his transport strategy. This outcome is to be delivered by 2041 and to achieve this, the Mayor has identified that the following need to be delivered:

- The public transport network will meet the needs of a growing London
- Public transport will be safe, affordable and accessible to all
- Journeys by public transport will be pleasant, fast and reliable

To ensure that Harrow also works towards delivering the Mayoral outcome, the following borough targets, to be achieved by 2041, have been agreed and were included in the Harrow LIP3 :

- 173,000 trips per day made by public transport.
- Achieve a 5 minutes difference between total public transport network journey time and total step free public journey time in Harrow
- Deliver an average bus speed of 12.7 mph

Table 12 shows how Harrow will work towards achieving these targets:

Table 12: Achieving public transport targets

Harrow target	Historic data	Method
173,000 trips made by public transport in 2041	117,000 trips per day were made by public transport between 2013/14 and 2015/16.	This target will be achieved by a combination of programmes and particularly development regulations (parking restrictions) but also as a result of younger people in general being less car-dependent.
Achieve a 5 minutes difference between total public transport network journey time and total step free public journey time in Harrow by 2041	The difference between total public transport network journey time and total step free public transport journey time in 2015 was 12 minutes.	Achieving this target will be dependent on TfL improving the accessibility of stations in the borough by introducing step free access.
Deliver an average bus speed of 12.7 mph by 2041	In 2015, bus speeds were 11.1mph	This will be achieved by bus priority and congestion reduction schemes, traffic signal changes and reduced car use.

4.6 Objectives for public transport

Based on Harrow LIP3, the following are the objectives for public transport in Harrow:

1. Improve the accessibility of the public transport network and ensure increased inclusivity
2. Improve the reliability of buses in the borough to encourage modal shift and enable buses to be a viable alternative to car use
3. Improve public transport integration with all sustainable transport modes and improve the cycling and walking environment at transport hubs

4.6.1 Public transport objectives link to healthy streets

The public transport objectives fit well with the Healthy Streets indicators and this is shown in Table 13.

Table 13: Public transport objectives link to healthy streets

Objectives	How each objective contributes to the Healthy Streets Indicators' scores									
	Pedestrians from all walks of life	Easy to cross	Shade and shelter	Places to stop and rest	Not too noisy	People choose to walk, cycle and use PT	People feel safe	Things to see and do	People feel relaxed	Clean air
Improve the accessibility of the public transport network and ensure increased inclusivity	✓			✓		✓	✓			✓
Improve the reliability of buses in the borough to encourage modal shift and enable buses to be a viable alternative to car use	✓	✓		✓	✓	✓	✓		✓	✓
Improve public transport integration with all sustainable transport modes and improve the cycling and walking environment at transport hubs	✓	✓				✓				✓

4.7 Public transport objective 1: Improve the accessibility of the public transport network and ensure increased inclusivity

Making public transport more accessible and inclusive is critical to delivering a better whole journey experience for people with mobility difficulties and the growing number of older people. However the current public transport system presents a range of barriers to being used by these groups.

Addressing these barriers, to create a more accessible and inclusive public transport system, will enable new trips to be made by those with mobility difficulties and older people, as well as making their current trips easier and quicker. This will improve overall social integration by giving more people a chance to participate in the opportunities that London has to offer and helping to create a more inclusive city.

4.7.1 Bus stop accessibility

Buses are typically the most common form of public transport used by older people, people with mobility difficulties and those travelling with children, or with pushchairs. The entire TfL bus network is now operated using low-floor vehicles. At the passenger's request, low-floor buses can be lowered, or 'kneel' at the bus stop to reduce the step height at stops. This improves accessibility for

all passengers. Mobility impaired passengers, including wheelchair users, benefit most from low-floor buses, however people with pushchairs or carrying heavy shopping also benefit.

Bus stop accessibility improvements include improved signage, lining, hard standing, accessible kerbing and bus stop shelters.

To improve accessibility to buses, the kerb heights of bus stops across London have been raised to ensure that they are suitable for use by low floor buses. Doing this, enables buses to deploy their ramps safely. In Harrow, over 95% of bus stops are accessible for use by people in wheelchairs. Harrow will continue to ensure that stops are suitable for use by low floor buses and prioritise additional work where the bus stops do not comply with the disability discrimination legislative requirements.

4.7.2 Station step-free access

London's tube and rail network is not sufficiently accessible to enable many older or mobility impaired people to travel comfortably. Step-free journeys across the network take longer than those that are not step-free. TfL analysis suggests that journeys by step-free routes take about 15 per cent longer than the quickest route on average across London, although this is considerably higher in areas served by tube lines with few step-free stations.

Improving the accessibility of stations in Harrow is key to improving accessibility but it is also very expensive. The borough actively lobbies TfL to improve station accessibility and works with developers to secure additional Section 106 and CIL funding for work to progress. As a result, step-free access is now being introduced at Harrow-on-the-Hill station and is scheduled to be completed by 2020. This includes one lift on College Rd side and three lifts to platforms. If the development plans progress successfully, then the developer will fund a fifth lift on the Lowlands Recreation Ground side. This improved station accessibility will provide significant improvements regarding the accessibility of Harrow town centre. Further underground step-free accessibility improvements are required at Stanmore, South Harrow and Sudbury Hill Harrow. Stanmore station has some accessibility through the car park but it is far from adequate. Harrow will continue to lobby TfL for the improvements needed.

4.7.3 Accessible parking at stations

As stations become more accessible, it is important that those people dependent on cars for reasons of mobility are able to reach the newly accessible stations. This can only be achieved if appropriate parking is provided in appropriate locations for those with mobility difficulties. The borough will continue to review the existing disabled parking facilities particularly where public transport station improvements have been delivered.

4.8 Public transport objective 2: Improve the reliability of buses in the borough to encourage modal shift and enable buses to be a viable alternative to car use

The reliability of bus routes can be improved by good design, better managed roadworks and well managed kerbside space through appropriate parking regulations and good enforcement. Introducing appropriate bus priority including additional bus lanes, bus gates, introducing signal reviews, changes to bus lane operational hours and accessible bus stops can all improve the reliability of bus services. The importance and reliability of the bus service is always considered in managing the road network in the borough and enforcement of road traffic, parking and waiting regulations is considered in the interests of improving bus priority.

4.8.1 Bus priority schemes

Bus Priority schemes are introduced to improve bus journey reliability times and the overall public transport experience. New schemes are selected based on information provided from a range of sources including HPTUA, TfL, area studies, ibus data and transport operators. Issues addressed include new bus routes or amendments to existing bus routes, improved accessibility, connectivity and bus journey time reliability. Typical measures introduced as part of bus priority include junction improvements, signalised bus priority, bus lanes, bus routes and bus stop locations, countdown and information systems.

To ensure the bus priority measures are effective, site surveys are usually undertaken to measure the impact of bus journey times before and after new measures are introduced.

Using ibus data and route studies

All 8,000 London buses have now been fitted with iBus, a state-of-the-art system which provides passengers with useful information about their bus service. The on board 'next stop' announcements that the system delivers mean passengers know exactly where their bus is and what the next stop and final destination will be, even on an unfamiliar route. It also allows TfL and bus operators to track the location of every bus in London by time and point. The information provided by ibus is used to determine any problems along a route and where bus priority measures might be introduced.



4.8.2 Wealdstone town centre bus priority

The borough will be introducing a major bus priority scheme in Wealdstone town centre. Planned redevelopment and regeneration will change travel patterns and increase travel demand in the area. There is an opportunity to achieve modal shift to more sustainable travel and enhance the public realm, especially around core retail areas, bus stops, and the train station

An Area Transport Study was undertaken in Wealdstone town centre to assess the impact of the planned population growth. The study identified the need to improve the local bus network service. The planned bus priority measures will reduce bus journey time delays and improve journey time reliability which are both key to accommodating the planned population growth in a sustainable manner. Improvements will also ensure that connections to public transport and interchange opportunities are improved, pedestrian and cycle access to the town centre and public transport services are further developed and that good bus stop accessibility is maintained.

4.8.3 Route 140 and other route studies

WestTrans is a partnership formed of six west London Boroughs, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow. They work with TfL to identify, develop and implement transport projects to the benefit of West London. Part of their work has involved carrying out bus route studies which consider potential improvements that can be made to benefit the entire bus route. Route 140 has been identified as a route where improvements are needed. The route runs from Long Elmes to Heathrow Central and passes through both Harrow Town Centre and Wealdstone. The borough will work with WestTrans to deliver recommended improvements.



4.8.4 Night buses

London's night-time economy accounts for 8 per cent of the city's GDP, contributing around £26.3bn annually and represents 40 per cent of the entire UK night-time economy. It also employs over 700,000 people in London. Night time public transport is therefore important to support London's growing night time economy and also to support those working at night.

Harrow currently benefits from a 24 hour seven days a week service on routes 140, N98 and N18 bus services but a 24 hour service at weekends only on the 183 and 114 service. This means that places such as Kenton, North Harrow and Pinner in the northern and western part of the borough only have a night time bus service on the weekends (to match the night tube service). However, the rest of the week they neither have night tube nor night bus services. Harrow will work with TfL to extend the coverage of night time bus services and improve the frequency and reliability of weekend and late night public transport services to and from Central London.

4.9 Public transport objective 3: Improve public transport integration with all sustainable transport modes and improve the cycling and walking environment at transport hubs

The integration of public transport with other sustainable transport modes is fundamental to improving the whole journey experience. Poor quality stations and poor surroundings reduce the likelihood of regular use of public transport. If there is nowhere to park a bike at a station, no taxis available when using the night time running of the underground network or the access to the public transport system is uninviting then less people will want to change mode to using public transport.

4.9.1 Cycle parking at stations

Cycle parking at stations improves the accessibility of the underground and rail transport to those living further away from stations and where walking is less practical. It is particularly important for those who are only able to cycle a short part of their overall journey or only feel sufficiently confident enough to just cycle a short distance.

Most stations in the borough have some level of cycle parking available at or near the station, however the quality of cycle parking provided is not always of the same standard. The borough continues to liaise with TfL and Network Rail regarding suitable, secure and increased cycle parking at stations.

The borough will review cycle parking across the borough but will initially focus on reviewing cycle parking at Harrow on the Hill, Wealdstone, Stanmore and Rayners Lane stations. Following this review, the borough will work towards cycling provision meeting likely demand at these stations and further afield.



4.9.2 Cycle parking hubs at stations

The provision of cycle parking hubs at stations will help to improve the integration between cycling and public transport journeys. The borough intends to introduce cycle parking hubs at adjacent stations to the aspirational strategic cycle network as the aspirational strategic network is delivered.

4.9.3 Public realm improvements

Harrow and Wealdstone Intensification Area will be the focus for growth in the borough. Wealdstone and Station Road will become the focus of regeneration efforts, providing for a substantial proportion of the Borough's future housing growth. All of these growth areas will be accompanied by large scale public realm improvements. These improvements will also work to improve access to the public transport network.

Old, poorly maintained or poorly lit public transport facilities and their approaches leads to insecurity which is a barrier or at least a disincentive to using public transport and can discourage modal shift away from private cars. It particularly affects those who do not access to their own vehicle as it can limit the ability to travel at all.

Recent public realm improvements like Rayners Lane, Mollison Way, Station Road, Harrow town centre and Sudbury Hill, have not only improved the environment in the immediate area but have improved the accessibility of public transport for all and the efficiency of bus services by reducing congestion.

Planned public realm improvements are focused in the intensification area. These are often supported by S106 or CIL funding by the associated developments. At Harrow on the Hill the proposed residential development will include public realm improvements, step free access and opportunities to improve the transport interchange.

4.9.4 Taxis at stations

The Mayor introduced late night running on Fridays and Saturdays on the Victoria, Jubilee, and most of the Central, Northern and Piccadilly underground lines in London. Arriving late at any station can be difficult if there is no onwards travel available. This can be particularly difficult in a large borough such as Harrow where the final leg of the journey may be too far to go on foot. To support these journeys, the borough will consider extending the taxi rank operational hours where this supports late travel such as the night time running of the Jubilee Line. The borough will also liaise with the Public Carriage Office about improving the overall accessibility of taxi ranks in the borough.

4.10 Delivering the public transport objectives

Table 14 shows the targets that will be used to measure the delivery of the public transport objectives.

Table 14: Public transport targets to deliver objectives

Public transport objectives	Targets to monitor progress	Latest available data	Target and year
Improve the accessibility of the public transport network and ensure increased inclusivity	Percentage of accessible bus stops across the boroughs	98%	98% by 2021
	Improved accessibility of station taxi ranks	Taxi rank stations at Pinner station, Rayners Lane station and North Harrow station reviewed	2019/20
Improve the reliability of buses in the borough to encourage modal shift and enable buses to be a viable alternative to car use	Delivery of Wealdstone town centre bus priority scheme	Transport Vissim model and business case prepared	2020/21
	Deliver road widening at Pinner Road/Station Road and at High Road/Harrow Weald to enable improved bus priority	Statutory undertakers plant being relocated	2019/20
	College Road bus and cycle only route	Experimental trial in operation	2019/20
	In conjunction with WestTrans and TfL review bus routes to identify future bus priority work	Route 140 reviewed and designs being implemented	Ongoing
Improve public transport integration with all sustainable transport modes and improve the cycling and walking environment at transport hubs	Review cycle parking at stations		2020/21

4.11 Funding the public transport action plan

Table 15 shows the key funding source used for Harrow cycling initiatives.

Table 15: Key funding sources for public transport initiatives

Actions	TfL LIP programme funding	TfL strategic funding	Section 106 or CIL	Harrow funded	Other
Public transport objective 1: Improve the accessibility of the public transport network and ensure increased inclusivity					
Bus stop accessibility	✓				
Station step-free access		✓	✓	✓	
Accessible parking at stations	✓				
Public transport objective 2: Improve the reliability of buses in the borough to encourage modal shift and enable buses to be a viable alternative to car use					
Bus priority	✓	✓			
Wealdstone town centre bus priority	✓	✓			
Route 140 study	✓	✓			
Night buses		✓			
Public transport objective 3: Improve public transport integration with all sustainable transport modes and improve the cycling and walking environment at transport hubs					
Cycle parking at stations	✓				
Cycle hubs at stations	✓				
Public realm improvements			✓	✓	✓
Taxis at stations		✓			✓

4.12 Public Transport Action Plan

Table 16 shows the borough public transport action plan and how the agreed borough LIP3 policies fit with the new public transport objectives. The table also shows the outputs to be delivered relating to each policy.

Table 16: Public transport action plan

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Public transport objective 1: Improve the accessibility of the public transport network and ensure increased inclusivity		
Seek to secure a fully integrated approach to the provision and operation of public transport services within Harrow, including: <ul style="list-style-type: none"> • Improving the ease and convenience of approach routes to service access points, and the quality and clarity of the access signing • Taking account of the specific needs of people with impaired sight or impaired mobility • Improved taxi facilities at rail and underground stations (PT1)	Review of taxi facilities, disabled parking and all infrastructure arrangements at stations	2021/22
In partnership with public transport service providers and regulators, seek to ensure that all stations and bus stop locations in the borough are progressively improved with the intention of developing at access points, a fully wheelchair-accessible boarding / alighting points, as a basis for supporting a network of fully wheelchair-accessible scheduled bus services (PT2)	Maintain high level of bus stop accessibility in the borough (currently 98%) and review bus stop accessibility provision in all new developments	Ongoing
Seek to ensure that all stations and bus stop locations in the borough are progressively improved as a basis for supporting a network of fully wheelchair-accessible scheduled bus services (SI4)	Increased fully accessible bus stops Improved drop off facilities for disabled people at stations	Ongoing
Liaise with the Public Carriage Office regarding improving the accessibility of taxi ranks in the borough (PT6)	Review taxi facilities in the borough	2021/22

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Support the extension of additional taxi rank operational hours where this supports late travel such as the night time running of the Jubilee Line (PT3)	Later operating taxi rank hours to support tube line	2021/22
Public transport objective 2: Improve the reliability of buses in the borough to encourage modal shift and enable buses to be a viable alternative to car use		
Deploy full range of available bus priority measures ensuring that measures are designed to reduce problems for all modes (PT5)	North Harrow - Complete Pinner Road / Station Road - road widening scheme and High Road Harrow Weald will be introduced in 2019/20 Wealdstone town centre bus priority scheme by 2020/21	2020/21
Work with TfL to assess suggested service improvements for the Heathrow bus link route 140 as well as any additional routes needed to support the proposed Heathrow expansion (PT8)	Route 140 bus priority measures introduced	2020/21
Seek to work with public transport providers and regulators to ensure that engineering works and service closures are coordinated to minimise passenger inconvenience (PT4)	Improved coordination of engineering works	Ongoing
Support improved orbital transport links across the borough and between outer London centres to provide wider access to employment opportunities and to enable journeys currently made by car to be made by sustainable forms of transport and thereby improve the environment (PT7)	Borough support for improvements to route 140 which is an orbital route. Support for the development of the West London orbital Dudding Hill line. However the proposed route is unlikely to have a considerable impact on travel in the borough.	Ongoing

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Ensure that road markings to better enable bus priority enforcement are prioritised in all schemes (PR9)	Improved road marking for bus priority	Ongoing
Enforce all road traffic, parking and waiting regulations in the interests of improving bus priority (PE9)	Better enforcement and improved bus reliability in the borough	Ongoing
Work with TfL and bus operators to ensure adequate off-highway facilities are available for the storage and maintenance of buses at appropriate locations and to ensure that bus stands are appropriately located (PW8)	Additional opportunities to support off-highway facilities identified through public transport user groups	Ongoing
Work with TfL to prioritise available resources to provide the road space and traffic regulatory / management infrastructure to support development of the bus services as well as additional bus services (PW7)	Work with TfL to deliver improved borough bus services	Ongoing
Work with TfL to improve the penetration and expansion of local bus services into every local neighbourhood area – either by extending existing routes or, where necessary, by promoting new routes – this will be subject to the evaluation of the local impact of any additional bus services (PW2)	Work with TfL to deliver improved borough bus services	Ongoing
Persuade TfL to concentrate on continuing to improve public transport service reliability ensuring improved radial and orbital services (PW3)	Improved connectivity to neighbouring boroughs	Ongoing
Work with TfL to improve bus service reliability and to improve orbital bus links between the town centres and major employment locations and to other key destinations within Harrow and neighbouring boroughs (PW4)	Increased employment levels and connectivity to neighbouring boroughs	Ongoing
Work with the key regulators and providers of rail, Underground and bus services within the borough to progressively improve the network in terms of capacity and reliability (PW5)	Improved public transport reliability and improved connectivity particularly to Central London	Ongoing
Build on existing liaison arrangements with those parties responsible for regulating and operating public transport services in the borough – issues discussed will include concerns of public transport users with both TfL bus and all rail operators and will include bus driving standards, bus emissions, driver behaviour, bikes on buses and trains, as well as general service provision (PW6)	Regular public Transport liaison meetings	Ongoing

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Public transport objective 3: Improve public transport integration with all sustainable transport modes and improve the cycling and walking environment at transport hubs		
Review cycle parking at stations, particularly at Harrow on the Hill, Wealdstone, Stanmore and Rayners Lane stations and work towards cycling provision meeting likely demand at these stations and further afield (C6)	Cycle parking review to be completed 2019/20. New cycle parking programme to follow the review	2019/20 onwards
Work in partnership with public transport service providers and regulators to seek to ensure that all stations and bus stop locations in the borough are progressively improved to offer a safe, secure and passenger-friendly environment and appropriate 'state-of-the-art' passenger interchanges, including adequate and secure cycle parking facilities (PW9)	Cycle parking review to be completed 2019/20. New cycle parking programme to follow the review	2019/20 onwards
Support the extension of additional taxi rank operational hours where this supports late travel such as the night time running of the Jubilee Line (PT3)	Increased operational hours for taxi rank supporting Jubilee Line late night running	2021/22

5. Low emission vehicles

Emissions from road transport make the largest contribution to poor air quality in Harrow and this has a detrimental impact on the health of those living, visiting or working in the borough. The use of both petrol and diesel also contributes to climate change. More deprived areas are disproportionately affected by vehicle pollution due to their proximity to heavily trafficked streets.

The Mayor's Transport Strategy and the London Borough of Harrow transport policy both focus on reducing car use and encouraging a switch to walking, cycling and public transport as the most effective ways to achieve air quality improvements. Choosing active travel also has considerable health benefits and can reduce traffic congestion and improve local air quality. However, for some people in certain situations, the use of vehicles is essential. When vehicles are needed, it is clearly desirable that they should be as clean and energy efficient as possible.

This strategy shows how Harrow is encouraging the necessary change in behaviour away from using polluting vehicles to choosing to use low emission vehicles.

5.1 Low emission vehicles vision

Harrow's vision is that in the future, low emission vehicles represent an increased proportion of all vehicles being used in the borough; where those who need to purchase a vehicle are not prohibited from purchasing a low emission vehicle by a lack of supporting charging infrastructure; where across the borough there is a network of supporting infrastructure that ensures low emission vehicles are an attractive choice for those needing private motorised transport; where the increase in uptake of quieter electric vehicles results in noticeably quieter roads; where the visible signs of air pollution in borough centres is significantly reduced and where those driving low emission vehicles in the borough can easily find the necessary charging facilities to support their journeys.

If this vision is realised, then streets will be healthier and quieter places with improved air quality. This is not something that the borough can deliver alone. Delivering this vision needs support from government, regulatory authorities and industry. The benefits of delivering this vision are far reaching and include health, the environment and reduced climate change, however it is a realistic but long term vision to deliver.

5.2 London initiatives to encouraging change to less polluting vehicles

The Mayor of London has committed to improving air quality in London. To support this commitment, all TfL buses will meet the Euro VI diesel standard for NO_x and PM by 2020 and all new single-deck buses will be zero emission from 2020. The commitment is also partly reliant on the introduction and use of more electric vehicles in place of diesel and petrol polluting vehicles. Delivering changes to increase the uptake of electric vehicles will require substantial expansion in the electric vehicle infrastructure provided all across London.

Several London wide initiatives to encourage a switch to lower emission vehicles have been introduced. These include the London Low Emission zone, the T-charge and the London Ultra Low Emission zone.

5.2.1 London Low Emission zone

The London Low Emission Zone (LEZ) covers most of Greater London and operates 24 hours a day, every day of the year. It was introduced in 2008 to encourage the most polluting heavy diesel vehicles driving in the Capital to become cleaner. The London LEZ is enforced through the use of that read vehicle number plates as they are driven within the LEZ and check it against a database of registered vehicles.

5.2.2 T-CHARGE

The T-Charge is an emissions surcharge which operates in the Congestion Charge zone and is part of the Mayoral commitment to help clean up London's polluted air. Older vehicles, including cars, vans, minibuses, coaches and HGVs driving in central London need to meet minimum Euro emission standards or pay an extra daily toxicity charge. This is in addition to the Congestion Charge.

The T-Charge will be replaced by the Ultra Low Emission Zone which will mean vehicles using central London will have to meet new, tighter emissions standards from 8 April 2019. This will affect all vehicles.

5.2.3 London Ultra Low Emission Zone

To help improve air quality, an Ultra Low Emission Zone (ULEZ) will be introduced in central London from 8 April 2019. Most vehicles including cars and vans will need to meet new, tighter exhaust emission standards (ULEZ standards) or pay a daily charge to travel within the area of the ULEZ. Ultra Low Emission Vehicles (ULEVs) include battery electric vehicles, plug-in hybrid vehicles, range-extended electric vehicles and hydrogen fuel cell electric vehicles.

From 25 October 2021, the ULEZ area will be expanded to include the inner London area bounded by the North and South Circular Roads.

Its objective is to help improve air quality in London, in particular with regards to nitrogen dioxide (NO₂) and particulate matter, both of which have an adverse effect on human health. It is expected that this will discourage the use of older, more polluting vehicles driving into and within central London.

5.3 Access to charging points

Studies of electric vehicle user behaviour show that access to a charging point is a pre-requisite to the purchase of an electric vehicle and that this is best achieved by access to home charging facilities. However this is not always possible. The provision of charge points which are accessible from home is therefore critical in facilitating electric vehicle uptake. Similarly, the lack of off-street parking in some residential areas prohibits uptake of electric vehicles in these areas.

Londoners with access to off-street parking have been the early adopters of electric vehicles as they can privately source their own domestic charge point. Having a driveway or garage means that drivers have a guaranteed place to park and charge their vehicle, as well as the ability to charge overnight. This has skewed early electric vehicle ownership to wealthier areas, leaving the less wealthy to pay more in fuel costs, Vehicle Excise Duty and paying to drive in the London Low Emission Zone.

According to Zap-Map, the TfL-recommended charging point database, the number of charging points in London grew from an average of 1,586 in 2017 to 1,869 in 2018 – an increase of 17 per cent. According to DfT data released so far (from December 2016 to September 2017), the number of electric vehicles in London increased by 50 per cent in 2017.

5.4 Electric charging network

London has a range of public electric charging networks. These include BP Chargemaster, Polar and Source London, GeniePoint, Pod Point all used in Harrow and further afield. Payment and access methods across networks vary widely. Most charging facilities require an account to be set up before use, but some rapid units with contactless Pay As You Go (PAYG) card readers are being installed.

Although many electric vehicle charge points are free to use, the majority of fast and rapid chargers require payment. Charging tariffs tend to comprise a flat connection fee, a cost per charging time (pence per hour) and/or a cost per energy consumed (pence per kWh).

5.5 Types of electric vehicle charging facilities



There are three main types of electric vehicle charging facilities in use in London. These are rapid, fast, and slow. These represent the power outputs, and therefore charging speeds, available to charge an electric vehicle.

Rapid chargers are one of two types – AC or DC [Alternating or Direct Current]. Current Rapid AC chargers are rated at 43 kW, while most Rapid DC units are at least 50 kW. Both will charge the majority of electric vehicles to 80% in around 30-60 minutes (depending on battery capacity). Tesla Superchargers are also Rapid DC and charge at around 120 kW. Rapid AC devices use a tethered Type 2 connector, and Rapid DC chargers are fitted with a CCS, CHAdeMO or Tesla Type 2.

Fast chargers include those which provide power from 7 kW to 22 kW, which typically fully charge an EV in 3-4 hours. Common fast connectors are a tethered Type 1 or a Type 2 socket (via a connector cable supplied with the vehicle).

Slow units (up to 3 kW) are best used for overnight charging and usually take between 6 and 12 hours for a pure-EV, or 2-4 hours for a PHEV. EVs charge on slow devices using a cable which connects the vehicle to a 3-pin or Type 2 socket.

5.6 Electric vehicles

There are around 12,000 electric vehicles registered in London⁴, that's ten times as many as in 2012. A recent study by WestTrans found that in Harrow electric vehicles were reported to have made up 1 sale in every 351 – 501 vehicles purchased. This same study also forecast that the greatest uptake in electric vehicles in the borough is likely to be in Stanmore in the north eastern part of the borough, just south of the M1 and A41. Other areas that are expected to see a more rapid increase in electric vehicles were estimated to be in South Harrow and in areas to the north and south of Uxbridge Road in the north western part of the borough. The forecast takes into account the different housing stock existing across the borough.

The large increase in electric vehicles across the UK can be clearly seen in Figure 7. This shows the number of registered electric vehicles in the UK by quarter since 2012.



Figure 8 shows the increase in the number of registered electric vehicles in London by quarter since 2012.

Figure 9 shows a comparison in the number of registered electric vehicles within all outer London boroughs.

⁴ London Assembly Environment Committee, May 2018

Due to the growth in electric vehicle ownership, the borough routinely receives requests from residents regarding the provision of additional street charging points. As more charging facilities are installed across the borough, these requests are likely to increase.

Figure 7: Number of registered electric vehicles in the UK by quarter

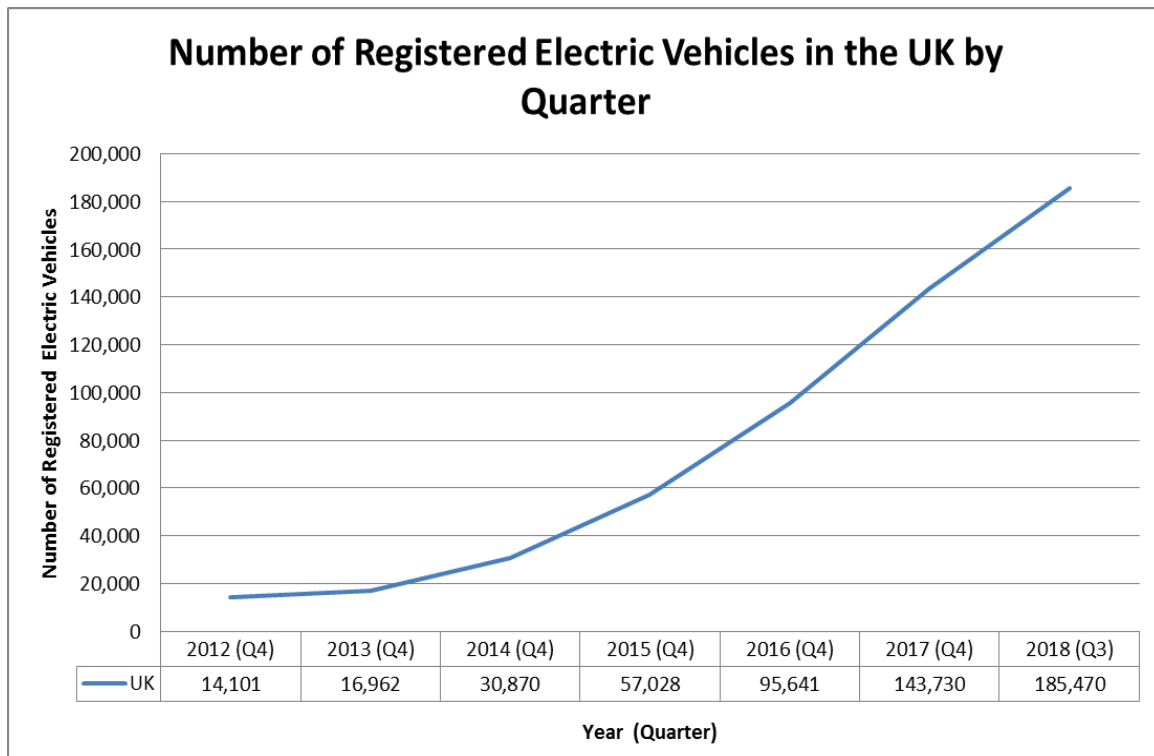


Figure 8: Number of registered electric vehicles in London by quarter

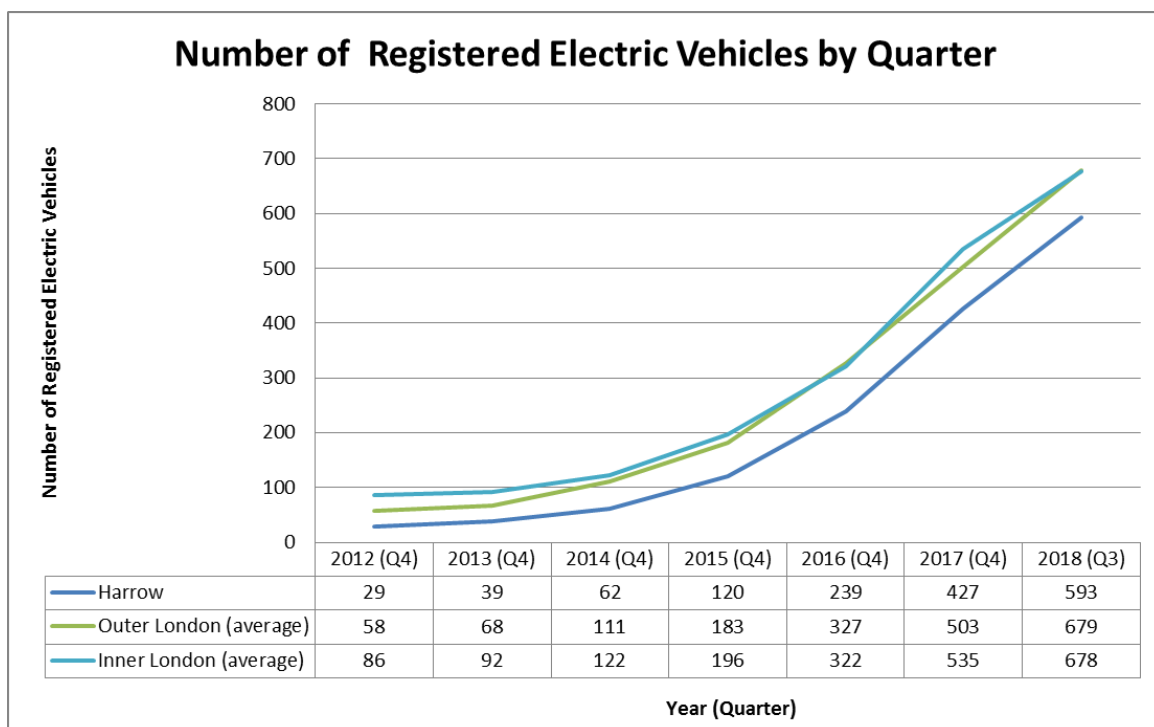
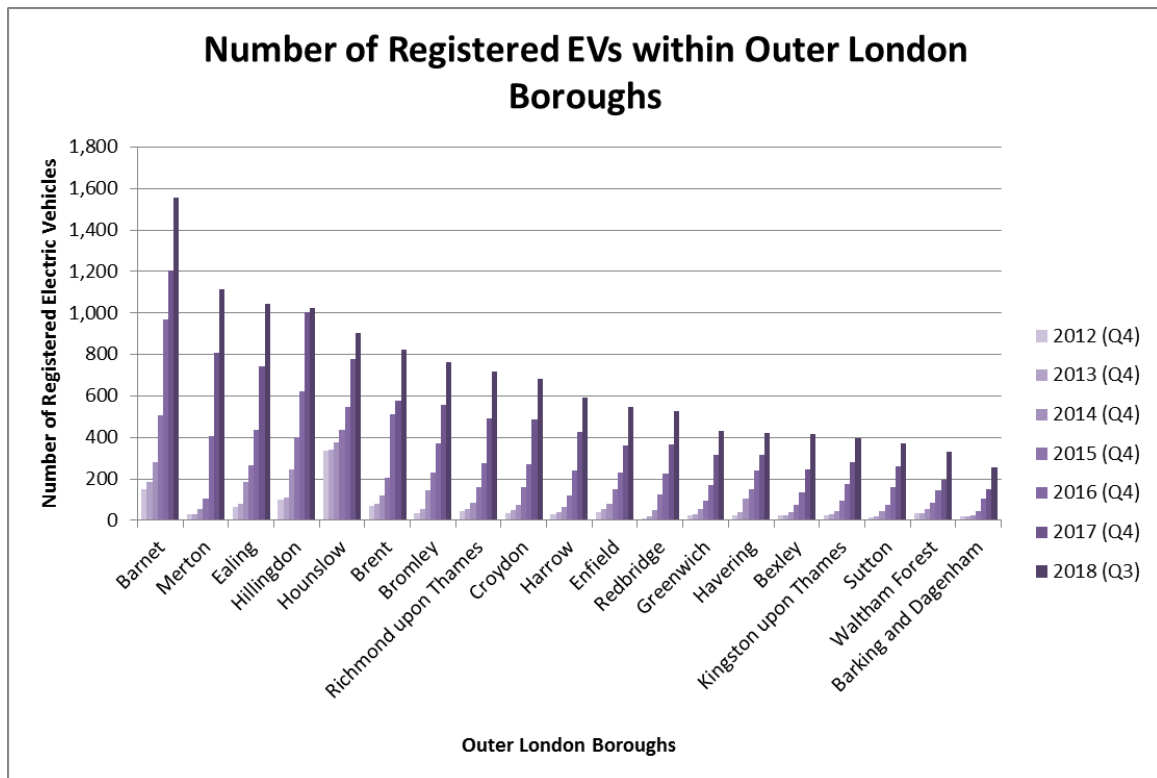


Figure 9: Comparison of number of registered electric vehicles within outer London boroughs



5.7 Current Harrow network for electric charging vehicles

There is currently a total of 42 Electric Vehicle Charging Points located within Harrow. These are all located at just 7 sites. The majority of these are located in off-street (38) car parks. Locations are shown in Figure 10.

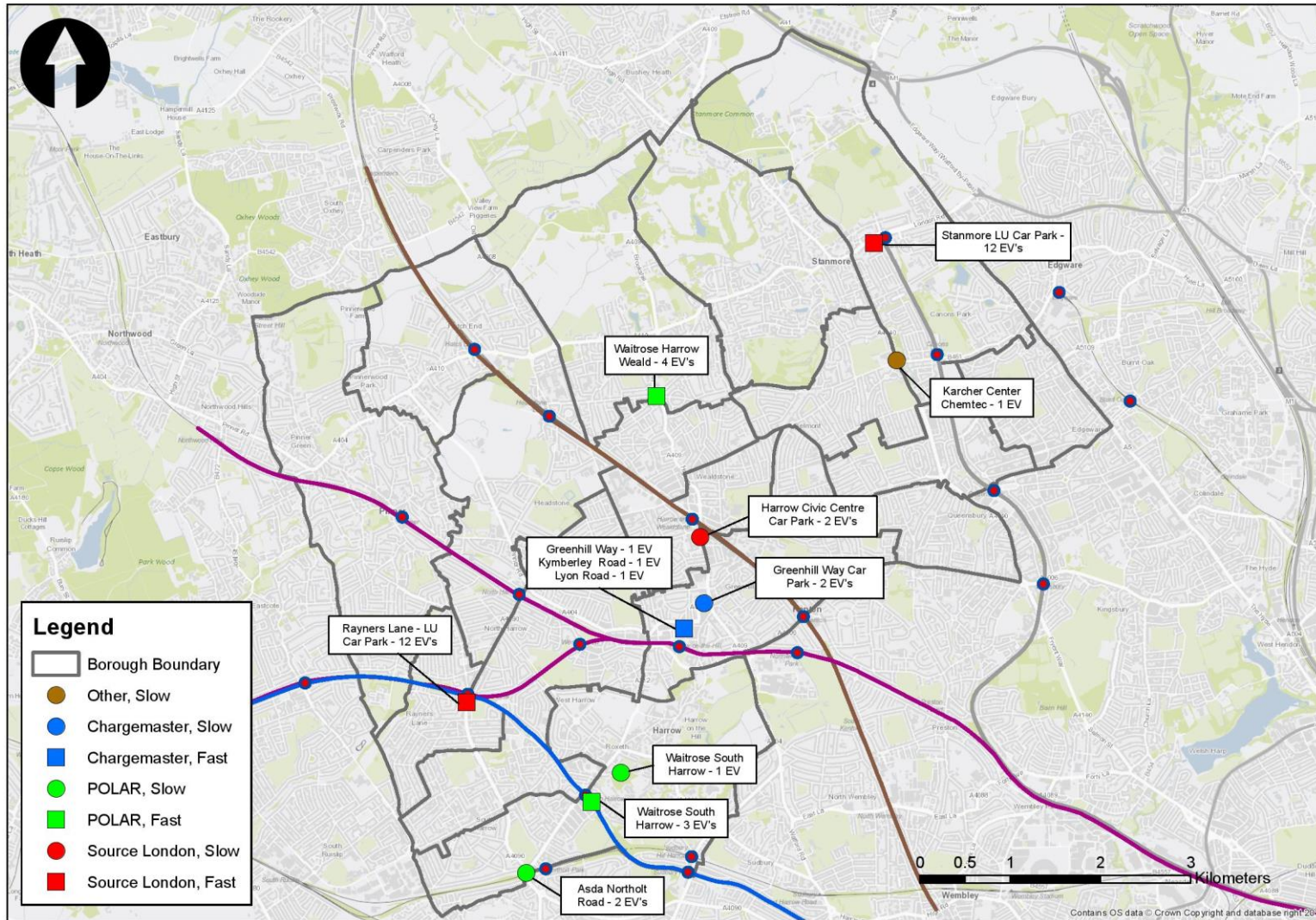
The main locations with EVCPs include:

- Rayners Lane LU Car Park (12)
- Stanmore LU Car Park (12)
- Waitrose – South Harrow (4)
- Waitrose – Harrow Wealdstone (4)
- Harrow Civic Centre Car Park (2)
- Asda – Northolt Road (2)
- Neighbourhoods of the Future Fleet Trial - Greenhill Way Car Park (2)
- Greenhill Way (1)
- Kymberley Road (1)
- Lyon Road (1)
- Karcher Center Chemtec (1)

The existing EVCPs consists of both slow / standard (19%) and fast (81%) charge points.

Figure 10: Electric charging point in Harrow, February 2019

365



5.8 Mayoral ambition

The mayor of London ambition is for the following:

- all taxis and private hire vehicles to be zero emission capable by 2033
- all TfL buses to be zero emission by 2037
- all newly registered road vehicles driven in London to be zero emission by 2030
- London's entire transport system to be zero emission by 2050

5.9 Objectives for low emission vehicles

Based on Harrow LIP3, the following are the objectives for low emissions vehicles in Harrow:

- 1 Increased awareness of the impact of vehicle emissions and promotion of the benefits of low emission vehicles
- 2 Proactively develop an electric vehicle charging network across the borough in residential areas, town centres, work places and other key destinations and rapid charging infrastructure where appropriate
- 3 Increase in the number of electric vehicles into the Council's fleet for use by pest control, housing, parking enforcement and libraries and introduction of electric charging facilities in Harrow's new depot

5.9.1 Low emission vehicle objectives link to healthy streets

The vehicle emissions objectives fit well with the Healthy Streets indicators and this is shown in Table 17.

Table 17: Vehicle emissions objectives link to healthy streets

Objectives	How each objective contributes to the Healthy Streets Indicators' scores									
	Pedestrians from all walks of life	Easy to cross	Shade and shelter	Places to stop and rest	Not too noisy	People choose to walk, cycle and use PT	People feel safe	Things to see and do	People feel relaxed	Clean air
Increased awareness of the impact of vehicle emissions and promotion of the benefits of low emission vehicles					✓					✓

Objectives	How each objective contributes to the Healthy Streets Indicators' scores									
	Pedestrians from all walks of life	Easy to cross	Shade and shelter	Places to stop and rest	Not too noisy	People choose to walk, cycle and use PT	People feel safe	Things to see and do	People feel relaxed	Clean air
Proactively develop an electric vehicle charging network across the borough in residential areas, town centres, work places and other key destinations and rapid charging infrastructure where appropriate					✓					✓
Increase in the number of electric vehicles into the Council's fleet for use by pest control, housing, parking enforcement and libraries and introduction of electric charging facilities in Harrow's new depot					✓					✓

5.10 Low emission vehicles objective 1: Increased awareness of the impact of vehicle emissions and promotion of the benefits of low emission vehicles

Increased understanding as to the harmful nature of polluting vehicles can help people to change their behaviour. Opportunities for people to use low emission vehicles will help to promote their use.

5.10.1 Electric vehicle car clubs

Car clubs represent an opportunity to get more electric vehicles on the road instead of Internal Combustion Engine vehicles. Car clubs have an economic incentive to have the most modern vehicle fleet possible and regularly update the cars they provide. Car club members have already shown an appetite for more electric vehicles, and nine out of ten people who had not yet used an electric vehicle in their car club expressed an interest. Car clubs also play a role in removing vehicles from the road entirely. Carplus estimates that each car club vehicle takes the place of ten private vehicles. The borough will investigate suitable locations for trialling electric vehicle car clubs in the borough.

5.10.2 Discouraging use of diesel vehicles

UK motorists were previously incentivised to buy diesel vehicles due to their perceived environmental impact, due to the fact they typically produce less CO₂ emissions than petrol equivalents. In built-up urban areas, these emissions mean that diesel engines are often the biggest cause of roadside air pollution, particular among older models.

Diesel vehicles are the single biggest source of NOx emissions in London. To discourage diesel vehicle ownership and use in the borough, the borough is considering adding a surcharge for both resident and business parking permits for diesel vehicles in the borough.

5.10.3 Promoting low emission vehicles

The borough promotes the use and benefit of low emission vehicles through providing information at pop-up sessions in the town centre and as part of the Neighbourhood of the Future. These events are done by working with low emission vehicle companies and with the Harrow internal communication team.

5.11 Low emission vehicles objective 2: Proactively develop an electric vehicle charging network across the borough in residential areas, town centres, work places and other key destinations and rapid charging infrastructure where appropriate

The growth in the number of electric vehicles in the capital is outstripping the number of charge points and it is likely that this contributes to restricting the number of people owning an electric vehicles. The borough needs to work to address this issue.

60 per cent of Londoners do not have their own garage or driveway and would therefore need to rely on electric vehicle on-street charging. Access to off-street parking in residential areas, varies across the borough. Areas with low access to private off-street charging facilities will require significant increased availability of on-street charging facilities to encourage change.

5.11.1 On-street vehicle charging

Operational parking restrictions have been developed for on-street electric vehicle charging locations. Only an electric vehicle will be permitted to park in an electric vehicle dedicated bay at all times. Electric vehicles will be permitted a maximum three hour stay, whilst actively recharging with no return permitted within one hour operating between 7am to 7pm, Monday to Sunday. Overnight, any electric vehicle will be able to park without having to recharge or incur a maximum stay. The revised Parking Management and Enforcement Management Strategy will incentivise the uptake of electric vehicles through reduced charges for electric vehicle residential and business parking permits.

5.11.2 Neighbourhoods of the Future

In July 2015 London set out its vision to become an ultra-low emission vehicle (ULEV) capital. TfL, London Councils and eight London Boroughs submitted a joint bid for funding to the Office for Low Emission Vehicles (OLEV) for the Go Ultra Low City Scheme. The Office for Low Emission Vehicles (OLEV) is a team working across central government to support the early market for ultra-low emission vehicles (ULEV) and is part of the Department for Transport and the Department for Business, Energy & Industrial Strategy.

London's bid was successful in securing £13m to implement the proposed package of measures. Transport for London (TfL) dedicated £1.4m of this funding award to funding six Neighbourhoods of the Future (NoF) across London, that combine innovative green technology and other initiatives to tackle London's air quality emergency directly at a local level. Harrow Council was awarded funding

in order to deliver a NoF scheme in Harrow Town Centre to encourage a greater up take of electric vehicles and improve air quality.

In 2017/18 Harrow introduced its first ultra-low emission zone, neighbourhood of the future in Harrow town centre. The Town Centre has been identified as an area of poor air quality and suffered from congestion during peak periods. It was therefore appropriate to focus the introduction of the NoF in the town centre located mainly within the Greenhill ward.

Measures included in the zone are:

- amending parking policies to incentivise ULEV ownership and providing parking discounts
- providing increased charging infrastructure in destination car parks near to the two main shopping areas of St Ann's and St George's shopping centre
- providing free credited training to mechanics in the area to ensure ULEVs can be safely and easily serviced
- up skilling local mechanics to support local businesses, making Harrow a centre of excellence for ULEV servicing and maintenance and boosting the local economy
- enabling businesses based in the borough to trial Low Emission Vehicles (LEVs) for their fleets, implementing a long term behaviour change strategy to raise awareness of the benefits of LEVs and overcome any misconceptions.

Harrow is also considering restricting private cars from accessing Station Road/College Road and allowing only ULEVs access into the zone.

Subject to the availability of further funding, the borough will consider implementing more NoFs across the borough.



5.11.3 Training Mechanics

The growth in electric vehicles on the roads requires mechanics with the appropriate skills to service these vehicles. This is a new specialist skill that will be widely in demand as more electric vehicles enter the market. Part of the NoF funding that Harrow received was allocated to training local mechanics to gain accreditation to work on and service electric vehicles. This training is progressing in partnership with local businesses and is intended to support local businesses, and make Harrow a centre of excellence for ULEV servicing and maintenance and thereby boosting the local economy. It is anticipated that up to fifteen mechanics will be trained in Automotive Technology courses focusing on electric vehicle maintenance and safety. Depending on the success of this training, further funding to train mechanics may be available in the future.

5.11.4 Extending vehicle charging facilities

Increased facilities for electric charging will be rolled out across the borough. However locations need to be carefully identified as to where charging spaces should be provided. There is limited road space available and a loss of parking space for non-electric vehicles will occur where dedicated electric vehicle charging spaces are introduced. There is also a cost associated with a roll out in of charging points and funds to support this need to be pursued from available grants.

Town centre charging facilities

As part of the Harrow NoF, new electric vehicle charging points will be strategically located at four sites in close proximity to Harrow town centre. A total of 10 additional electric vehicle charging bays will be provided in the town centre using five dual socketed electric charge points procured from Chargemaster.

Three of the charge points (6 on street bays) will have a power supply of 22kw per socket, using a three phase supply connection. The remaining two charge points (4 off-street bays) will have a power supply of 7kw per socket and will specifically be installed for the Greenhill Way Car Park site to support the electric vehicle fleet trial.

The charge points will be operated on the Charge Your Car Network (CYC) that has been approved to be Open Charge Point Protocol (OCPP) compliant. A CYC user will be able to pay via the use of the App or a contactless RFID card to use the facility.

Provision of on-street residential charging facilities across the borough

A grant from OLEV will be applied for to enable the provision of increased on-street residential charge points for plug-in electric vehicles. The funding available from the grant is for 75% of the capital costs of procuring and installing the charge point and an associated dedicated parking bay. The rest of the funding will be provided by the TfL LIP funding allocation.

The borough is looking into using existing infrastructure such as lamp columns to support vehicle charging in residential areas. This will provide a way for drivers, without access to off-street parking, to charge their electric vehicles on residential streets, public parking and workplace car parks.

Priority for residential charging facilities will be given to locations where the borough has received sufficient requests, little off-street parking is available to charge off-street and the locations are not too near the town centres and so won't be used as an alternative to parking near shopping facilities.

Locations to install additional charging facilities are continually under review.

5.11.5 Rapid charging facilities

Rapid charge points can charge an electric vehicle battery in 20-30 minutes. This is quicker than regular vehicle charge points that can take 7-8 hours for a full charge. Rapid charging points will be rolled out across the borough primarily on the strategic network and possibly in some town centres. Figure 11 shows the proposed rapid charging locations across the borough. These will be funded by TfL.

5.11.6 Rapid charging for taxis

Taxis are a significant contributor to London's toxic air quality and are responsible for 16 per cent of NOx and 31 per cent of Particulate Matter (PM_{2.5}) road transport emissions in central London.

No more diesel taxis are being licensed, and all taxis that are licensed for the first time now need to be zero-emission capable.

As part of the Mayor's bid to improve the capital's air quality, by helping phase out the use of diesel and encouraging the use of zero-emission vehicles, a network of rapid charging facilities primarily for use by taxis is being rolled out across London. TfL has a target to introduce 300 rapid charging points across London by 2020.

5.11.7 Electric Vehicle Fleet Trial

Part of the OLEV grant awarded to Harrow was specifically to enable local businesses based in the town centre to trial ULEVs for their fleets. The Greenhill Way Car Park location was chosen to support the Electric Vehicle Fleet Trial (EVFT). The trial is being run through Enterprise, a national car hire company, on behalf of the Council. As part of the trial, four Nissan Leaf vehicles have been made available to rent. The Council's travel planning team is working together with the Business Improvement District (BID) team to promote the initiative with local businesses.

Businesses will be able to rent an electric vehicle free on a daily basis in order to carry out their normal operational duties. The only cost to them will be a charge for the electricity used. It is hoped by using the electric vehicles businesses will see the benefits of using electric vehicles and consider more permanently using electric cars and fleets in the future. Several businesses in the town centre are participating in the trial.

Parking restrictions for the new electric vehicle charging bays in the Greenhill Way Car Park will restrict access to the electric vehicle fleet trial vehicles only via the use of a business permit at all times.



5.12 Low emission vehicles objective 3: Increase in the number of electric vehicles into the Council's fleet for use by pest control, housing, parking enforcement and libraries and introduction of electric charging facilities in Harrow's new depot

The Harrow Council vehicle depot is being redeveloped. Vehicles using the depot are refuse and recycling vehicles, school buses and pool cars. The new depot facilities will ensure that there up to 40% electric vehicle charging points for service vehicles. Harrow Council buses are currently Euro V and Euro VI diesel but the borough intends to have a full fleet of Euro VI diesel vehicles by early 2019. Refuse vehicles are Euro V but the borough intends to have a full fleet of Euro VI vehicles by early 2019. Tipper and pool cars are planned to switch to a combination of diesel and electric vehicles by 2020. The new depot is scheduled to be complete by 2020.

5.12.1 Increasing the number of electric vehicles into the Council's fleet

It is currently only realistic to introduce electric vehicles for cars and vans in the Council's fleet. Electric larger vehicles are not easily supported in the UK due to the rapid charging support network required to make them viable. The Council intends to procure at least 20 electric cars and vans into the Council's fleet for use by pest control, housing, parking enforcement and libraries. These will be procured by 2020/21.

5.12.2 Increasing electric charging facilities for vehicles at the depot

The new depot being built in Harrow will ensure that there are sufficient electric charging facilities for the new electric vehicles being introduced. The new facilities will include 53 active charging spaces and 53 passive electric charging spaces. Active spaces are fully wired and connected with ready to use points at parking spaces. In passive spaces the necessary underlying infrastructure (e.g. capacity in the connection to the local electricity distribution network and electricity distribution board, as well as cabling to parking spaces) has been introduced to enable simple installation and activation of a charge point at a future date. These will be delivered by 2020/21.

5.13 Delivering the low emission vehicle objectives

Table 18 shows the targets that will help to measure delivering the low emission vehicle objectives

Table 18: Low emission vehicle targets to deliver objectives

Low emission vehicle objectives	Targets to monitor progress	Current status	Target and year
Increased awareness of the impact of vehicle emissions and promotion of the benefits of low emission vehicles	Deliver 3 air quality events per year to be run in schools	3 air quality events per year	Ongoing
Proactively develop an electric vehicle charging network across the borough in residential areas, town centres, work places and other key destinations and rapid charging infrastructure where appropriate	Introduce 50 electric vehicle charging points by 2022 Introduce 20 rapid charging points Provide more electric charging places in car parks	5 new rapid charging points have currently been approved Currently 4 spaces in Greenfield car park but for use by fleet trial only 1 space in civic centre car park	50 points by 2022 20 points by 2020/21
Increase in the number of electric vehicles into the Council's fleet for use by pest control, housing, parking enforcement and libraries and introduction of electric charging facilities in Harrow's new depot	Procure at least 20 electric cars and vans into the Council's fleet for use by pest control, housing, parking enforcement and libraries		2020/21
	Depot facilities to include 53 active charging spaces and 53 passive electric charging spaces		2020/21

5.13.1 Funding for the low emission vehicles action plan

Table 19 shows the key funding source used for the low emission vehicles initiatives.

Table 19: Key funding sources for low emission vehicles initiatives

Actions	TfL LIP programme funding	TfL strategic funding	Section 106 or CIL	Harrow funded	Other
Low emission vehicles objective 1: Increased awareness of the impact of vehicle emissions and promotion of the benefits of low emission vehicles					
Electric vehicle car clubs	✓		✓		
Discouraging use of diesel vehicles					
Promoting low emission vehicles	✓				
Low emission vehicles objective 2: Proactively develop an electric vehicle charging network across the borough in residential areas, town centres, work places and other key destinations and rapid charging infrastructure where appropriate					
On-street vehicle charging	✓				
Neighbourhoods of the future		✓			✓
Training mechanics	✓				
Extending vehicle charging facilities	✓	✓			
Rapid charging facilities	✓	✓			
Rapid charging for taxis		✓			
Electric vehicle fleet trial	✓				
Low emission vehicles objective 3: Increase in the number of electric vehicles into the Council's fleet for use by pest control, housing, parking enforcement and libraries and introduction of electric charging facilities in Harrow's new depot					
Increasing the number of electric vehicles into the Council's fleet				✓	
Increasing electric charging facilities for vehicles at the depot				✓	

5.14 Low Emission Vehicles Action Plan

Table 20 shows the borough low emission vehicles action plan and how the agreed borough LIP3 policies fit with the new low emission vehicles objectives. The table also shows the outputs to be delivered relating to each policy.

Table 20: Low emission vehicles action plan

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Low emission vehicles objective 1: Increased awareness of the impact of vehicle emissions and promotion of the benefits of low emission vehicles		
Review the viability of introducing a revised parking permit structure based on vehicle emissions (E2)	Revised parking permit structure based on emissions	2019/20
Encourage the use of cleaner and more environmentally friendly vehicles through prioritising specific facilities for parking of “greener” vehicles at all council owned car parks where practicable e.g. providing specific locations for parking by providing charging points for electric vehicles (E3)	Allocated environmentally friendly parking spaces with charging points allocated in car parks	2020/21
Provide reduced cost residential and other relevant parking permits for appropriate greener vehicles (PE15)	Provision of reduced cost permits for greener vehicles	2019/20
Low emission vehicles objective 2: Proactively develop an electric vehicle charging network across the borough in residential areas, town centres, work places and other key destinations and rapid charging infrastructure where appropriate		
Provide additional public electric charging points at key locations and consider the provision of rapid charging points to assist taxis, freight vehicles and car clubs (E1)	Increased electric charging facilities Increased rapid charging facilities	Ongoing
Support the introduction of rapid electric charging facilities for freight, taxis and car club vehicles to enable the introduction of Zero Emission Capable (ZEC) taxis (E5)	Provision of rapid charging facilities	Ongoing
Low emission vehicles objective 3: Increase in the number of electric vehicles into the Council’s fleet for use by pest control, housing, parking enforcement and libraries and introduction of electric charging facilities in Harrow’s new depot		

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Request all providers or users of Council transport fleets to consider how they can move towards the use of less polluting vehicles (E4)	Increased use of lower emission vehicles in Council's transport fleet At least 20 electric cars and vans into the Council's fleet 53 active charging spaces and 53 passive electric charging spaces at new Harrow depot	2020/21

6. Schools – Sustainable Modes of Travel (SMOT)

This section deals with the general duty on local authorities to promote the use of sustainable travel and transport as required by Section 508A of the Education and Inspections Act 2006.

6.1 Legislation

Section 508A of the Act places a general duty on local authorities to promote the use of sustainable travel and transport. The duty applies to children and young people of compulsory school age who travel to receive education or training in a local authority's area. The duty relates to journeys to and from institutions where education or training is delivered.

There are five main elements to the duty which local authorities must undertake:

- an assessment of the travel and transport needs of children, and young people within the authority's area;
- an audit of the sustainable travel and transport infrastructure within the authority's area that may be used when travelling to and from, or between schools/institutions;
- a strategy to develop the sustainable travel and transport infrastructure within the authority so that the travel and transport needs of children and young people are best catered for;
- the promotion of sustainable travel and transport modes on the journey to, from, and between schools and other institutions; and
- the publication of Sustainable Modes of Travel Strategy.

The Act defines sustainable modes of travel as those that the local authority considers may improve the physical well-being of those who use them, the environmental well-being of all or part of the local authority's area, or a combination of the two.

6.2 School travel

The average journey to school is less than one kilometre, that's around a 10-minute walk. However, many of these journeys are made by car leading to congestion and an unsafe and polluted environment for us all.

6.3 School travel plans

A school travel plan (STP) is a document produced by a school that promotes sustainable ways for the whole school community to travel to and from school. It includes a package of practical initiatives to encourage active, healthy, safe and sustainable travel as an alternative to car use on the school journey. All schools in Harrow are encouraged to develop travel plans to promote and encourage safe, active and sustainable travel on the school journey.

A STP is developed, maintained and monitored by the whole school community. It is based on consultation with pupils, staff, parents and governors, and is developed in partnership with the wider community. The STP process takes into account personal safety, road safety, environmental and healthy lifestyle issues.

The elements that every STP should contain are as follows:

- Survey results showing how pupils and staff currently travel to school, and how they would like to travel to school
- Objectives and specific, measurable, achievable, relevant and time specific (SMART) targets
- An action plan of activities and measures that will help make journeys to the school safer, healthier and more environmentally friendly
- A programme of monitoring and review
- Support and signatures from the head teacher, chair of the governors and other relevant stakeholders



STPs are living documents that evolve as initiatives and activities are implemented at the school and as pupils' travel needs change.

By implementing a travel plan, schools can demonstrate how they are working to keep children safe, improve health and wellbeing, and reduce the environmental impact of school journeys.

6.4 School expansion programme

As the population in the borough increases, schools are admitting more students. In cases where schools apply for planning permission to increase their size, they must submit a Travel Plan as part of the planning process. Planning conditions are then applied, which normally require a Travel Plan/ accreditation to be updated annually.

6.5 Support for schools

Schools in Harrow can access free support and advice from a dedicated Travel Planner in Harrow Council. The Travel Planners can help schools develop and maintain their travel plan, and provide advice on developing campaigns and activities to reduce car use, improve road safety and tackle issues such as inconsiderate parking.

6.6 Types of schools in Harrow

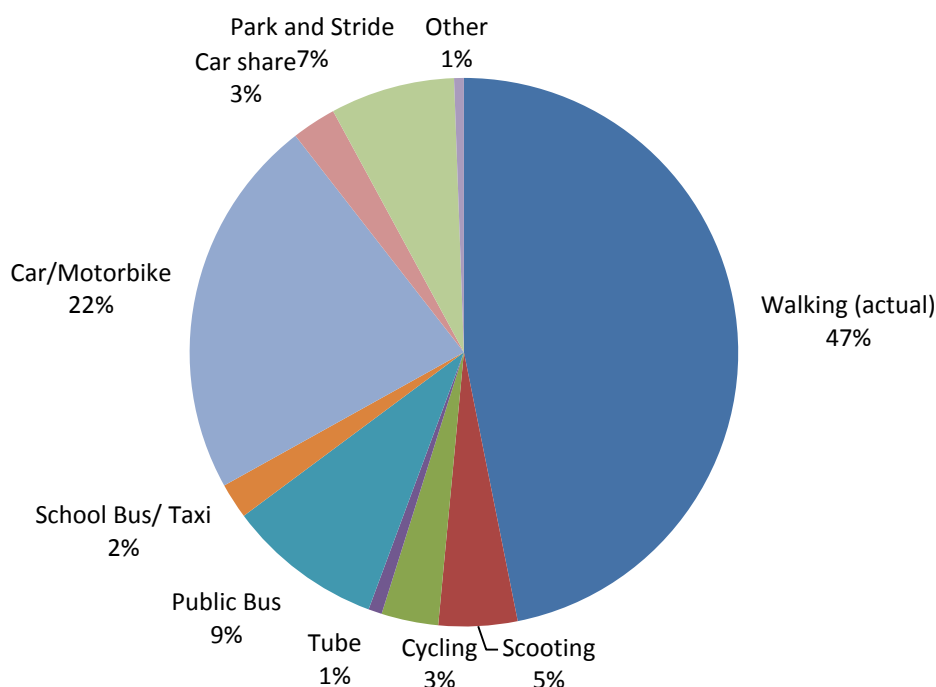
There are over 80 different schools in Harrow providing education for over 40,000 pupils in various age groups. Schools in Harrow include 42 primary schools and 12 secondary schools. 44 of these

schools are actively involved in the school travel planning process. Schools actively involved in the travel planning process represent approximately 58% of all school pupils.

6.7 How are pupils in Harrow currently travelling to school

Hands up surveys are carried out in schools across the borough to determine the modes of transport pupils are taking to school. Not all schools do this, but they are encouraged to do so as part of developing and reviewing their school travel plan. Figure 12 shows the modes of travel to school across the borough based on 47 schools in 2017/18.

Figure 12: Harrow mode of travel to schools 2017/18



6.8 STARS - Sustainable Travel: Active, Responsible, Safe

STARS is TfL's accreditation scheme for London schools and nurseries. STARS has been developed to inspire young Londoners to travel to school sustainably, actively, responsibly and safely by championing walking, scooting and cycling.

Gold accreditation

Around 10% of schools in London achieve gold accreditation status. To achieve gold accreditation, schools need to do the following:

- Within three academic years complete 25 different travel activities, 15 supporting activities and 8 consultation activities
- Provide evidence for each activity completed
- Demonstrate at least a 6% modal shift away from the car or at least 90% of pupils travelling actively

Silver accreditation

Silver accredited schools have engaged with the wider community to influence travel behaviours; have started to see a shift for the entire school community away from car use. To achieve silver accreditation, schools need to do the following:

- Within two academic years complete 20 travel activities, 10 supporting activities and 5 consultation activities

- Provide evidence for each completed activity
- Demonstrate a shift away from car use
- See pupils actively involved in the planning and running of travel activities

Bronze accreditation

Bronze accredited schools have started their journey towards a safer, healthier school environment. To achieve bronze accreditation, schools need to do the following:

- Within one academic year complete 10 different travel activities and 6 supporting activities
- Set at least two active travel targets to see a movement away from car use

6.8.1 What is the latest Harrow STARS status?

The latest STARS school accreditation status is shown in Appendix A: Latest STARS school accreditation status. A summary of this is shown in Table 21.

Table 21: Summary of STARS school accreditation status

STARS accreditation level	Number of schools	Total number of pupils
Gold	25	13,282
Silver	4	2,517
Bronze	11	5,636
Other schools engaged in the process	4	2,372
Schools not engaged	38	17,342
TOTAL	82	41,149

6.9 Healthy Schools London

Healthy Schools London is a programme sponsored by the Mayor of London, and is supported by a small team in the Greater London Authority. The programme has been shown to deliver the following benefits:

- Increased amount of opportunities that children and young people have to be physically active in and out of schools
- Increased participation of children and young people in physical activity in and out of school
- Improved links between schools and communities that promote physical activity
- Increased school meal uptake including free school meals
- Improved children and young people's access to healthy packed lunches and snacks throughout the school day

Participating in Healthy Schools London (HSL) supports sustainable travel objectives.

Awards are for schools to recognise their achievements in supporting the health and wellbeing of their pupils. There are three levels of award:

- Bronze: awarded to schools that complete either a Local Healthy Schools Review or the Healthy Schools London Review Tool (Bronze Award) and achieve the requirements
- Silver: in addition to holding a Bronze Award, the school needs to undertake an analysis of pupils' needs, and identify new actions that will help pupils achieve and maintain good health and wellbeing

- Gold: in addition to holding the Silver Award, the school needs to show the impact of the changes they have made and that these are sustainable. The school also needs to show how it has engaged the wider community, and supported others to help children maintain a healthy weight, healthy lifestyle and wellbeing.

6.9.1 What is the latest Healthy Schools award level for schools in Harrow?

There are 53 schools in Harrow registered to participate in Healthy Schools London. The following award levels have been achieved by schools in the borough:

- Bronze 32
- Silver 20
- Gold 11

6.10 SMOT Objectives

Harrow transport objectives were developed as part of the development of the Transport Local Implementation Plan 2019/20 - 2021/22. The objectives that are key to the SMOT are as follows:

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to better enable active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality
3. Increase the number of people cycling in the borough in order to improve public health, improve air quality, reduce congestion and to reduce the impact of climate change
5. Encourage the uptake of more sustainable modes of travel including travel for those with mobility difficulties and dissuade use of private cars through active travel initiatives, delivering additional healthy routes to school, promotion of cycle hire schemes, the use of parking and permit policies and prioritising road space to walking and cycling to improve the environment.

To support these transport objectives, the objectives for this SMOT are as follows:

1. Increase the proportion of trips made to and from school by sustainable modes, through the promotion of sustainable and healthy travel and an improved walking and cycling environment
2. Achieve and improve school's TfL accreditation status, through encouraging individual schools to prepare, produce and review school travel plans
3. Raise awareness of air quality around schools by working with schools to identify local air quality issues
4. Reduce the number of schools trips made by car and improve pupils' independent mobility by increasing opportunities for all children (including those with special education needs) to travel to and from school using environmentally sustainable modes of transport



The SMOT objectives fit with the Healthy Streets indicators as shown in Table 22.

Table 22: Walking objectives link to healthy streets

Objectives	How each objective contributes to the Healthy Streets Indicators' scores									
	Pedestrians from all walks of life	Easy to cross	Shade and shelter	Places to stop and rest	Not too noisy	People choose to walk, cycle and use PT	People feel safe	Things to see and do	People feel relaxed	Clean air
Increase the proportion of trips made to and from school by sustainable modes, through the promotion of sustainable and healthy travel and an improved walking and cycling environment	✓	✓		✓	✓	✓	✓			
Achieve and improve school's TfL accreditation status, through encouraging individual schools to prepare, produce or review school travel plans	✓	✓				✓	✓			

Objectives	How each objective contributes to the Healthy Streets Indicators' scores									
	Pedestrians from all walks of life	Easy to cross	Shade and shelter	Places to stop and rest	Not too noisy	People choose to walk, cycle and use PT	People feel safe	Things to see and do	People feel relaxed	Clean air
Raise awareness of air quality around schools by working with schools to identify local air quality issues	✓				✓				✓	✓
Reduce the number of schools trips made by car and improve pupils' independent mobility by increasing opportunities for all children (including those with special education needs) to travel to and from school using environmentally sustainable modes of transport						✓	✓			✓

6.11 SMOT objective 1: Increase the proportion of trips made to and from school by sustainable modes, through the promotion of sustainable and healthy travel and an improved walking and cycling environment

There are several regular campaigns that take place throughout the year to encourage increased participation in sustainable travel. Most of the schools in Harrow participate in these schemes. The key campaigns and events are described below.

6.11.1 School active travel maps

Active travel maps are available for all schools in the borough to help pupils and parents choose sustainable, safe and healthy ways to travel to school. The maps show the sustainable travel options available to each school and are tailored to include:



- local public transport facilities (e.g. tube and train stations, and bus route information) – showing which bus routes travel on roads close to the school.
- 5 and 10 minute walking zones – showing approximate 5 and 10 minute walking distances from the school site.
- cycling route information – roads are colour-coded to Bikeability training and confidence levels to enable cyclists to plan routes according to individual abilities.

The maps can be used by anyone travelling to the school including pupils, parents, staff and visitors.

6.11.2 Bike week

Bike Week is an annual opportunity to promote cycling at school. Various kinds of activities are run during this week that encourage cycling. Most Bike Week events take place within the official event week in June.

6.11.3 Bikers breakfast club

This is where a school offers cyclists a free breakfast on arrival at school to reward them and encourage others to get cycling by highlighting the benefits of active travel. Bikers' breakfasts also offers an opportunity to promote the school's other cycling initiatives and facilities such as cycling clubs, pool bikes and scooters scheme and Dr Bike sessions.

6.11.4 Dr Bike

Dr Bike sessions give the school a chance to have bikes checked over by a mechanic to ensure they are roadworthy. Checks include the bicycle wheels, brakes, gears and tyre pressure, lights, racks, pedals, saddles and more.

Minor issues such as flat tyres or loose brake and gear cables are common reasons for bikes to be left unused. The sessions usually involve 10-minute check-ups on each bike including pumping tyres, adjusting saddles, and tuning up brakes and gears. More serious repairs or broken bikes should be referred to a bike shop.

The amount of Dr Bike sessions delivered is dependent on the amount of schools scheduled for Bikeability training.

6.11.5 Children's Traffic Club (CTC)

The Children's Traffic Club (CTC) London is a free road safety education programme for pre-school children. The club promotes the use and benefits of sustainable modes of transport such as walking, scooting and cycling.

CTC London is delivered through a mixture of digital and printed resources including an app. The app introduces key characters such as Barry Bus, Walter Walk and Scottie Scooter to reinforce key road safety and active travel messages through repetitive play. Fun activities which support the Early Years Foundation Stage curriculum using the Nursery Leaders' Guide are provided.

6.11.6 Tour de Salah

Tour de Salah is the largest Muslim cycling event in the UK and introduces cycling to novices within traditionally harder to reach groups. Participating cyclists cover up to 100km across the capitals iconic landmarks and mosques over one day. Since 2018 the Harrow Mosque has been part of the route and the event is promoted across the borough.

6.11.7 RideLondon

RideLondon is an annual cycling festival held in the Capital with a weekend-long family-friendly programme of bike rides, races and related events. This event is used to inspire both cyclists and non-cyclists to get on their bikes more often. School pupils are encouraged to take part or go along to spectate either with their families and friends or as part of an organised school group.

6.11.8 Junior Travel Ambassador (JTA) Scheme

The Junior Travel Ambassador (JTA) scheme encourages safer, active and independent travel within the school community, with a focus on year 6 pupils as they prepare for the transition to secondary school.

The scheme involves recruiting a team of JTAs; year 5 and 6 pupils who work to promote active travel and road safety to their peers through a range of activities.

TfL provides all the resources and guidance needed for the school to set up and run the school's JTA team.

6.11.9 Youth Travel Ambassadors

The Youth Travel Ambassadors (YTA) programme provides young people aged 11 to 19 with the skills and confidence to address transport issues affecting the school community.

YTA teams research and develop campaigns to change people's behaviour. They focus on walking and cycling, road safety and improving passengers' experiences. They are supported by TfL, the borough and school staff.

Schools usually recruit between 6 and 12 YTA students who deliver behaviour change campaigns to their peers over the course of the academic year. Campaign initiatives can include themed assemblies, walking and cycling competitions, creative workshops, films and community events.

6.11.10 Free School Travel Party Scheme

Free off-peak travel for visits to educational, sporting and cultural venues in London for school groups is available from TfL. The scheme gives free travel on:

- Bus
- Tube
- Tram
- DLR
- London Overground
- TfL Rail
- Most National Rail services within London Zones 1-6
- National Rail services outside London between Amersham and Moor Park

Schools in all London boroughs can register for this. The scheme is open to all state, independent and academy schools.

Nursery schools can also register but can't use National Rail services.

Schools need to register on the TfL website to participate in this.

Schools can apply online for free travel to educational, cultural or sporting venues that support the National Curriculum. These include:

- Animal parks and zoos
- Areas of cultural interest (for example Chinatown)
- Artists' studios, arts centres and design studios
- Buildings of architectural or environmental interest
- Cinemas, concert halls and theatres
- City Farms, commons, heaths and parks
- Film studios, galleries, museums and print works
- Sites of archaeological, environmental or religious interest
- Sporting venues, swimming pools, playing fields and indoor leisure centres. You can also be spectating or participating in sport
- Occasional venues which support an area of study but take place for a limited time

Any recreational trips, such as trips to theme or amusement parks, are excluded.

6.11.11 20mph zones

20mph zones create a safer environment for all road users. They not only improve the safety of an area, but also improve the perception of safety.

Harrow has introduced 20mph zones around most of the schools in the borough. A few of the schools in the borough are located in areas where it is not possible to introduce a 20mph zone such as being located by a main road.

Figure 13 shows schools in the borough as well as the existing 20mph zones in the borough. Around 50% of the road network in the borough is covered by 20mph speed restrictions and the borough will work to increase this.



Harrow 20mph zones are designed to be "self-enforcing" due to traffic calming measures which are introduced along with the change in the speed limit. Speed humps, chicanes, road narrowing, and other measures are typically used to both physically and visually reinforce the slower speed limits.

The main aims of the introduction of a 20mph speed limit in an area are to:

1. improve road safety
2. discourage passing through traffic
3. encourage walking and cycling
4. improve the local environment

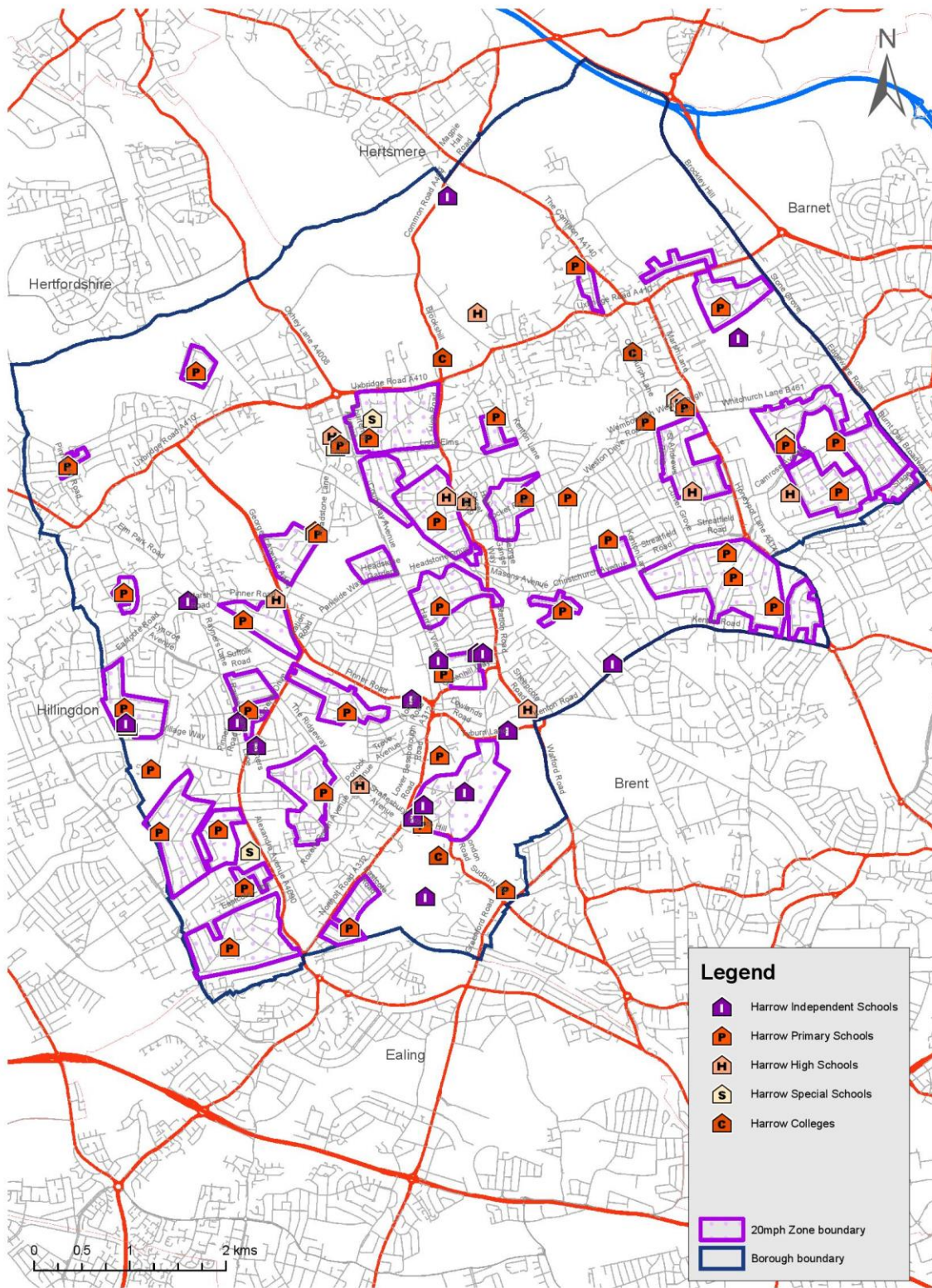
Before and after site surveys such as speed surveys are undertaken to monitor the impact of the measures introduced. The borough shares recorded speed survey data with the police at quarterly traffic liaison meetings so they can decide whether they should target their resources to the area.

6.11.12 School travel plan engineering measures

All schools in Harrow are encouraged to develop travel plans to promote and encourage safe, active and sustainable travel on the school journey. When STPs identify engineering measures that would help make journeys to the school safer, healthier and more environmentally friendly, the measures are given a high priority for implementation.



Figure 13: Schools and 20mph zones in Harrow



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6.12 SMOT objective 2: Achieve and improve school's TfL accreditation status, through encouraging individual schools to prepare, produce or review school travel plans

Schools in Harrow are encouraged to develop school travel plans using Transport for London's STARS scheme process. STARS supports pupils' wellbeing, helps to reduce congestion at the school gates and improves road safety and air quality.

Benefits of STARS accreditation

Across London, STARS schools see an average 6% reduction in the number of trips made by car to school; gold and silver accredited schools can see up to 12% reduction.

Key benefits to pupils, the school and the wider community are as follows:

Benefit to pupils

- Improve pupils' emotional health and wellbeing
- Contributes to pupils' 60 minutes a day of physical activity
- Increases attendance and attainment
- Builds young people's influencing skills
- Encourages healthier travel behaviours and habits such as walking, scooting and cycling to school

Benefits to the school

- Develops School Travel Plan providing solutions to school's travel issues
- Creates positive travel behaviour change and provides access to funding
- Enables bespoke professional guidance and support from your local borough
- Raises the profile of the school, helps gain external recognition and contributes to Healthy Schools London Awards Programme

Benefits to the wider school community

- Helps to reduce congestion around the school site and improve air quality
- Encourages positive travel behaviour change in parents/carers and local residents
- Helps develop relationships with community stakeholder groups

Participating schools have demonstrated an average of a six per cent decrease in car use, resulting in 22 million vehicle kilometres saved. The average walk to school mode share for Gold accredited primary schools is 57 per cent (two per cent above the national target and four per cent above the London average). The STARS scheme aims to double the number of Gold-accredited schools across London by 2024.

6.13 SMOT objective 3: Raise awareness of air quality around schools by working with schools to identify local air quality issues

Poor air quality is bad for everyone's health, but even more so for children. Children living or attending schools nearer high-traffic density roads can be exposed to higher levels of motor vehicle exhaust gases and this is resulting in higher incidence and prevalence of childhood asthma and wheeze. Research has shown that a higher incidence of childhood asthma is positively associated with exposure to nitrogen dioxide. Exposure to particulate matter is associated with a higher incidence of wheeze in children.

Measures that can be introduced to address this are:

- Moving school entrances and play areas away from busy roads
- Anti-idling campaigns to reduce emissions from the school run
- Local road changes including improved road layouts and pedestrianisation by school entrances
- Adding green infrastructure to help filter the fumes
- Encouraging students to walk and cycle to school along less polluted routes

6.13.1 Identifying air quality around schools

The borough has committed to monitoring air quality sites near schools with a main road within a 5 minute walk of the school. Diffusion tubes have been put in place at the schools which will measure nitrogen oxide emissions at each location. At the time of writing this report, the results from these diffusion tubes are not yet available.

6.13.2 Anti-idling campaigns (air quality events)

Anti-idling action days have been funded by the Mayor's Air Quality Fund. A typical campaign involves an assembly at the school, where children are taught about the dangers to the environment of vehicles idling. Following this, volunteers and environmental professionals talk to parents outside the school gates about the dangers of idling, specifically targeting idling cars. Parents are asked to put their names forward and pledge not to idle in future.

The air quality work being carried out with schools has resulted in increased direct engagement with schools, an increase in awareness and understanding of air quality issues, increased face to face engagement with local businesses and increased advice to drivers through anti-idling action days at schools.

6.13.3 Congestion Busting

Congestion Busting is an initiative designed to make school communities aware of the impacts of idling in cars. Students are given the opportunity to learn about the effects of idling in cars and other factors that contribute to damaging the environment. A typical congestion busting event at a school consists of a playground event where pupils take part in events such as pedalling a smoothie bike (a bike with a blender attached) and playing education games with an environmental theme. Council officers speak to parents at the school gates about the dangers of idling in cars and polluting the environment.

6.14 SMOT objective 4: Reduce the number of schools trips made by car and improve pupils' independent mobility by increasing opportunities for all children (including those with special education needs) to travel to and from school using environmentally sustainable modes of transport

Children need to develop independent mobility to improve both their mental health and physical wellbeing. The benefits of children's everyday mobility range from learning to navigate local streets, interacting with people in public places, gaining social responsibility, to independence and increased freedom. Although children may be nervous about travelling unaccompanied, many studies show that they quickly come to enjoy the feeling of freedom and actively seek greater opportunities for mobility. This particularly occurs in the late stage of primary school.

6.14.1 Cycle training

Cycle training is offered to all schools in the borough as well as offered outside the school environment. It is an effective way of increasing confidence among adults, children and families, and encouraging more people to cycle. Cycle training is delivered to achieve various levels of bikeability proficiency.

Cycle training is also facilitated for Special Educational Needs and Disability (SEND) schools providing an extended duration of training and adapted bikes for pupils to participate in training. The SEND

training is tailored to each school's requirements. Due to the variation of capabilities, not every child is able to participate.

All cycle training courses are promoted via the council website and with schools and businesses in the borough.



Bikeability training and courses

Bikeability is a cycle training programme designed to give pupils the skills and confidence to ride their bikes on the road. There are three levels of Bikeability training:

1. Bikeability Level 1: Control and master your bike in an off-road environment

New riders learn to control and master their bikes in a space away from traffic such as a playground or closed car park. Trainees will usually be trained in a group of 2-12, though some individual training may also be available.

2. Bikeability Level 2: Cycle on-road and deal with traffic on short journeys

This takes place on local streets, giving trainees a real cycling experience. Trainees learn how to deal with traffic on short journeys such as cycling to school or the local shops. Trainees are usually trained in small groups – up to 6 trainees per instructor – though individual training may also be available.

3. Bikeability Level 3: Tackle a wider variety of more challenging road and traffic conditions (suitable for competent cyclists of secondary-school age)

This equips trainees with skills for more challenging roads and traffic situations – busier streets, queuing traffic, complex junctions and roundabouts. It also includes planning routes for safe cycling. Level 3 training is delivered one-to-one or in groups of up to 3 so can be tailored to a trainee's individual needs, such as a route to work or school.

Bikeability trained cyclists receive a badge and a certificate in recognition of the level they've achieved. The certificate also includes areas for further practice noted by the instructor.

Approximately 1100 - 1200 children across the borough are trained to bikeability levels 1 or 2 per annum. Bikeability courses are delivered during term time at primary schools for children in year 4 - 6 and in selected secondary schools for year 7 - 8.

6.14.2 Balance and ride courses for children

In schools across Harrow, the borough offers Learn to Balance and ride cycle training for those aged 3-11. During these sessions, free bicycles are provided to children to help them to learn the core fundamentals of cycling.

6.14.3 Walk to school

Walk to School Week is a yearly event held in May to raise awareness of walking and other active ways to travel. The scheme is run by the charity Living Streets who create themed resources to support schools to run fun walking challenges or activities throughout the week, such as the Walking Roots challenge.

6.14.4 Walk Once a Week (WOW)

WOW is a year-round walking challenge run by the charity Living Streets. It encourages pupils and parents to walk, scoot or cycle to school one day each week, rewarding pupils with a badge if they do so four times over a month.

WOW is adaptable to the needs of the school and is supported by a range of classroom resources including the interactive WOW Travel Tracker which uses whiteboard technology to record how pupils travel to school each day.

6.14.5 Walking bus

Walking buses are most suitable for primary age children. They are a sociable and active way to travel to school. They allow pupils to learn about their local environment while reducing congestion and pollution at the school gates. Pupils and volunteers meet at an agreed time and location and walk a set route to school in a group, picking up 'passengers' along the way. The same is done in reverse for the walk home.

6.14.6 Travel Training

Travel training supports those with learning difficulties to develop the skills and confidence to travel independently. By promoting independence from an early age and reducing people's dependence on specialist transport, participants can develop independence through accessing learning and employment opportunities and maintain an improved quality of living. In particular, participants gain skills to travel independently on sustainable transport and in using public transport.

Harrow promotes travel training to eligible children and young adults at all schools in the borough.

6.15 Delivering the SMOT objectives

Table 23 shows the targets that will help to measure delivery of the SMOT objectives.

Table 23: SMOT targets to deliver objectives

SMOT objectives	Targets to monitor progress	Current status	Target and year
SMOT objective 1 Increase the proportion of trips made to and from school by	75% of school pupils travelling by sustainable modes to school by 2020/21	65%	75% by 2020/21

SMOT objectives	Targets to monitor progress	Current status	Target and year
sustainable modes, through the promotion of sustainable and healthy travel and an improved walking and cycling environment	Increase proportion of network covered by 20mph speed restriction to 60% by 2021/22	50% of road network covered by 20mph restrictions in 2019	60% by 2021/22
SMOT objective 2 Achieve and improve school's TfL accreditation status, through encouraging individual schools to prepare, produce or review school travel plans	32 schools reaching gold STARS accreditation status	25 schools with gold accreditation	32 schools by 2021/22
	50 schools to be engaged in the STARS accreditation process by 2021/22	44 schools engaged	50 schools engaged by 2021/22
SMOT objective 3 Raise awareness of air quality around schools by working with schools to identify local air quality issues	3 air quality events to be held at schools each year	3 per year	Annual
SMOT objective 4 Reduce the number of schools trips made by car and improve pupils' independent mobility by increasing opportunities for all children (including those with special education needs) to travel to and from school using environmentally sustainable modes of transport	75% of school pupils travelling by sustainable modes to school by 2020/21	65%	75% by 2020/21
	Provide cycle training for over 1500 children per annum	1026 children trained in 2018/19	1500 per year

6.16 Funding the SMOT action plan

Table 24 shows the key funding sources used for Harrow SMOT initiatives.

Table 24: Key funding source for SMOT initiatives

Actions	TfL LIP programme funding	TfL strategic funding	Section 106 or CIL	Harrow funded	Other
SMOT objective 1: Increase the proportion of trips made to and from school by sustainable modes, through the promotion of sustainable and healthy travel and an improved walking and cycling environment					
School active travel maps	✓				
Bike week	✓				
Bikers breakfast club	✓				
Dr Bike	✓				
Children’s Traffic Club	✓				
Tour de Salah	✓				
Ride London	✓				
Junior Travel Ambassador Scheme	✓				
Youth Travel Ambassadors	✓				
School Party Travel					✓
20mph zones	✓				
School travel plan engineering measures	✓				
SMOT objective 2: Achieve and improve school’s TfL accreditation status, through encouraging individual schools to prepare, produce or review school travel plans					
STARS accreditation	✓				
SMOT objective 3: Raise awareness of air quality around schools by working with schools to identify local air quality issues					
Identifying air quality around schools					✓
Anti-idling campaigns (air quality events)	✓				
Congestion busting	✓				

Actions	TfL LIP programme funding	TfL strategic funding	Section 106 or CIL	Harrow funded	Other
SMOT objective 4: Reduce the number of schools trips made by car and improve pupils' independent mobility by increasing opportunities for all children (including those with special education needs) to travel to and from school using environmentally sustainable modes of transport					
Cycle training	✓				
Balance and ride courses for children	✓				
Walk to school	✓				
Walk Once a Week	✓				
Walking bus					
Travel Training	✓				

6.17 SMOT Action Plan

Table 25 shows the borough SMOT action plan and how the agreed borough LIP3 policies fit with the new SMOT objectives. The table also shows the outputs to be delivered relating to each policy.

Table 25: SMOT action plan

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
SMOT Objective 1 Increase the proportion of trips made to and from school by sustainable modes, through the promotion of sustainable and healthy travel and an improved walking and cycling environment		
Promote sustainable and healthy travel choices and healthy walking routes to school through the use of school travel planning, travel awareness campaigns, cycle training and an improved walking and cycling environment (S1)	Increased active transport for school journeys	Ongoing
Work with schools to set up additional school walking buses (S5)	More school walking buses	Ongoing
Work with TfL to ensure take-up of Children's Traffic Club, a London road danger reduction education resource for pre-schoolers (S6)	Reduced child road casualties	Ongoing
Work with TfL to ensure take-up of the Safety and Citizenship pre-transition safe and responsible behaviour sessions for Year 6 pupils (S7)	Reduced child road casualties	Ongoing
Work with TfL to ensure take-up of the Junior Travel Ambassador and Youth Travel Ambassador schemes, addressing transport and road safety issues in schools (S8)	Reduced child road casualties	Ongoing
Provide road safety education events at schools and colleges throughout the borough (S9)	Delivery of Theatre in Education and Community Roadwatch Reduced casualties for pupils on school journeys	Ongoing

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Increase the extent of 20mph roads in the borough and expand the existing 20mph zones to cover more areas where people live, work and shop and where children travel to school (RS6)	20mph zones at the following locations: Clitheroe Avenue, Rayners Lane, Kingshill Avenue – all to be introduced by 2019/20. Further locations will be selected based on agreed criteria.	Ongoing
SMOT Objective 2 Achieve and improve school’s TfL accreditation status, through encouraging individual schools to prepare, produce or review school travel plans		
Encourage and support schools, higher and further education establishments to review their own travel plans and to achieve and improve TfL accredited status where appropriate (S2)	Increased number of schools with higher STARS accreditation	Ongoing
SMOT Objective 3 Raise awareness of air quality around schools by working with schools to identify local air quality issues		
Work with schools to identify local air quality issues surrounding schools and where appropriate access the Mayor’s Air Quality Fund to provide appropriate solutions and raise awareness of the issue (S10)	Increased awareness of air quality issues Increased initiatives to address air quality around schools	Ongoing
SMOT Objective 4 Reduce the number of schools trips made by car and improve pupils’ independent mobility by increasing opportunities for all children (including those with special education needs) to travel to and from school using environmentally sustainable modes of transport		
Provide and promote cycle training for children and adults who work, study or live in the borough (S4)	Increased cycling in the borough	Ongoing
Encourage cycling generally and in particular for journeys to school (S3)	Increased mode share of school cycle journeys	Ongoing

LIP3 policies (LIP3 policy reference number)	Outputs	Timescale
Work with schools to reduce the number of school trips made by car and liaise with schools regarding suggested highway works required in school locality (S11)	Improved air quality around schools Reduced car mode share of school journeys	Ongoing
Work with schools to promote travel training for children and young people with learning difficulties (S12)	Increased independence by pupils with special needs and reduced reliance on car journeys	Ongoing
Work with schools to consider staggering school end times by a variety of measures including encouraging more school to introduce before and after school activities (S13)	More after school activities Reduced school trip crowding	Ongoing

Appendix A: Latest STARS school accreditation status

Educational establishment	Phase of education	No. of pupils	STARS accreditation level
Alexandra School	Not applicable	79	Bronze
Alpha Preparatory School	Not applicable	159	Bronze
Avanti House Primary School	Primary	0	Not Engaged
Avanti House School	Secondary	964	Gold
Aylward Primary School	Primary	493	Bronze
Belmont School	Primary	591	Gold
Bentley Wood High School	Secondary	1127	Not Engaged
Brightkidz	Nursery	20	Not Engaged
Buckingham Preparatory School	Not applicable	125	Not Engaged
Camrose Primary With Nursery	Primary	415	Not Engaged
Cannon Lane Primary School	Primary	746	Gold
Canons High School	Secondary	1197	Not Engaged
Cedars Manor School	Primary	596	Gold
Earlsmead Primary School	Primary	0	Gold
Elmgrove Primary School & Nursery	Primary	792	Engaged
Glebe Primary School	Primary	682	Gold
Grange Primary School	Primary	600	Gold
Grimdyke School	Primary	541	Gold
Harrow Collegiate	Not applicable	0	Not Engaged
Harrow High School	Secondary	827	Silver
Harrow Primary School	Not applicable	45	Not Engaged
Harrow School	Not applicable	827	Not Engaged
Hatch End High School	Secondary	1365	Not Engaged
Heathland School	Primary	679	Engaged
Hillview Nursery School	Nursery	37	Not Engaged
Kenmore Park Infant and Nursery School	Primary	390	Gold
Kenmore Park Junior School	Primary	422	Not Engaged
Khalsa College London	Not applicable	0	Not Engaged
Kingsley High School	Not applicable	78	Gold
Krishna Avanti Primary School	Primary	357	Not Engaged
Longfield Primary School	Primary	770	Silver
Marlborough Primary School	Primary	703	Gold
Mountville High	Other	1500	Not Engaged
Newton Farm Nursery, Infant and Junior School	Primary	354	Gold
Nisai Virtual Academy Ltd	Not applicable	0	Not Engaged
Norbury School	Primary	636	Gold
North London Collegiate School	Not applicable	1090	Not Engaged
Nower Hill High School	Secondary	1884	Gold
Oak Lee Montessori School	Nursery	132	Not Engaged

Educational establishment	Phase of education	No. of pupils	STARS accreditation level
Orley Farm School	Not applicable	490	Not Engaged
Park High School	Secondary	1502	Bronze
Pinner High School	Secondary	153	Silver
Pinner Park Infant and Nursery School	Primary	409	Bronze
Pinner Park Junior School	Primary	451	Bronze
Pinner Wood School	Primary	610	Gold
Priestmead Primary School and Nursery	Primary	772	Gold
Quinton Hall School	Not applicable	189	Gold
Red Balloon Learner Centre - Northwest London	Not applicable	20	Not Engaged
Reddiford School	Not applicable	313	Not Engaged
Regent College	Not applicable	90	Not Engaged
Rooks Heath College	Secondary	1061	Not Engaged
Roxbourne Primary School	Primary	552	Bronze
Roxeth Mead School	Not applicable	45	Not Engaged
Roxeth Primary School	Primary	473	Engaged
Saint Jerome Church of England Bilingual School	Primary	60	Bronze
Salvatorian Roman Catholic College	Secondary	526	Not Engaged
Shaftesbury High School	Not applicable	163	Gold
St Anselm's Catholic Primary School	Primary	420	Gold
St Bernadette's Catholic Primary School	Primary	466	Not Engaged
St Dominic's Sixth Form College	16 Plus	0	Not Engaged
St George's Primary School	Primary	428	Engaged
St John Fisher Catholic Primary School	Primary	513	Gold
St John's CofE School Stanmore	Primary	408	Not Engaged
St Joseph's Catholic Primary School	Primary	418	Not Engaged
St Teresa's Catholic Primary School and Nursery	Primary	468	Gold
Stag Lane Infant and Nursery School	Primary	404	Not Engaged
Stag Lane Junior School	Primary	362	Not Engaged
Stanburn Primary School	Primary	798	Not Engaged
Stanmore College	16 Plus	0	Not Engaged
The Helix Education Centre	Not applicable	74	Not Engaged
The John Lyon School	Not applicable	584	Not Engaged
The Jubilee Academy	Not applicable	2	Gold
The Moriah Jewish Day School	Primary	218	Not Engaged
The Sacred Heart Language College	Secondary	730	Not Engaged
Vaughan Primary School	Primary	619	Gold
Weald Rise Primary School	Primary	675	Bronze
Welldon Park Primary School	Primary	536	Bronze
West Lodge Primary School	Primary	640	Gold
Whitchurch Primary School & Nursery	Primary	767	Silver
Whitefriars School	All Through	720	Bronze

Educational establishment	Phase of education	No. of pupils	STARS accreditation level
Whitmore High School	Secondary	1676	Not Engaged
Woodlands School	Not applicable	121	Gold

GLOSSARY

ALGG	All London Green Grid
BAME	Black, Asian and Minority Ethnic
BID	Business Improvement District
CEO	Civil Enforcement Officers
CTC	Children's Traffic Club
CYC	Charge Your Car Network
DfT	Department for Transport
EV	Electric Vehicle
EVFT	Electric Vehicle Fleet Trial
HPTUA	Harrow Public Transport Users Association
HSL	Healthy Schools London
JTA	Junior Travel Ambassador
LEV	Low Emission Vehicle
LEZ	Low Emission Zone
LIP	Local Implementation Plan
LIP3	3 rd Local Implementation Plan
MTS	Mayor's Transport Strategy
NoF	Neighbourhood of the Future
OCPP	Open Charge Point Protocol
OLEV	The Office for Low Emission Vehicles
PAYG	Pay As You Go
SEN	Special Educational Needs
SEND	Special Educational Needs and Disability
SMART	Specific, Measurable, Achievable, Relevant and Time specific
SMOT	Sustainable Modes of Travel
STP	School Travel Plan
STARS	Sustainable Travel: Active, Responsible, Safe
TfL	Transport for London
ULEV	Ultra Low Emission Vehicle
ULEZ	Ultra Low Emission Zone
WOW	Walk Once a Week
YTA	Youth Travel Ambassadors
ZEC	Zero Emission Capable

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REPORT FOR: CABINET

Date of Meeting:	30 th May 2019
Subject:	CLA Health Assessment Contract
Key Decision:	Yes - effects communities living or working in an area of two or more wards of the Borough
Responsible Officer:	Paul Hewitt – Corporate Director, People Services
Portfolio Holder:	Cllr Christine Robson Portfolio Holder for Young People and Schools
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	ALL
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the proposal to integrate the Children Looked After (CLA) Health Assessment Service with the 0-19 Health Visiting and School Nursing Service.

Recommendations:

Cabinet is requested to:

1. Approve the integration of the current CLA Health Assessment Service into the 0-19 Health Visiting and School Nursing Service by way of contract variation.
2. Delegate authority to the Corporate Director for People Services in consultation with the Portfolio Holder for Young People and Schools and the Portfolio Holder for Finance and Major Contracts to approve the variation.

Reason:

Harrow Council along with Harrow Clinical Commissioning Group (CCG) have a statutory duty to assess and improve the health and wellbeing outcomes of looked after children and care leavers.

Section 2 – Report

Introductory paragraph

1. The local authority has a statutory duty with the CCG to commission health assessments for children being looked after.
2. The purpose of the service is to assess and improve the health and wellbeing outcomes of Harrow's Children Looked After and care leavers.
3. The current service is provided by Central North West London Trust (CNWL), and is jointly commissioned by both Harrow NHS Clinical Commissioning Group (the CCG) and Harrow Council. The contract comes to an end in June 2019, therefore there is a need to explore procurement options.

Options considered

4. Three options have been considered:
 - Do not commission a service. This is not a viable option for the local authority and CCG. The current service ends in June 2019 and the local authority would therefore not fulfil the statutory duty

with regards to promoting the health and well-being of children looked after.

- Integrate the current service into the recently commissioned 0-19 Health Visitor and School Nursing Service, provided by CNWL, as a contract variation. This is the recommended option.
- Extend the current contract through Gateway waiver approval process and enter into a procurement exercise jointly with the CCG. Through the recent commissioning of the 0-19 service, it was evident there are limited service providers.

Current situation

5. The current CLA Health Assessment contract expires in June 2019. The service was procured in 2015 and a contract was awarded to CNWL for a period of 2 years plus 2 years term.
6. The CLA Health Assessment service is jointly commissioned with the CCG and they are currently the lead commissioners. Harrow CCG has agreed their on-going contribution through a letter dated 17 December 2018. The CCG's Governing Body will formally meet to sign off the collaborative agreement to the integration with the 0-19 Service via a contract variation, on 14 May 2019.
7. The contract is managed jointly with the CCG, contract monitoring is chaired by the Divisional Director, Young People Services with clinical input from the named GP and the safeguarding lead within the CCG.
8. The current service was rated 'Good' and acknowledged by Ofsted in January 2017 as an effective and committed children looked after health service which contributed to improving health outcomes for children.
9. The service is now coming to an end and there is a need to re-procure the service. In considering the options, the local authority has the opportunity to integrate the service with the 0-19 Health Visiting and School Nursing service provided by CNWL.
10. The 0-19 Health Visiting and School Nursing service, provided by CNWL share a regional Director, HR personnel and office base with CLA Health Assessment service. There is an opportunity to build connectivity between these services, ensuring the children that need to be seen in school can do so.
11. By Integrating the two services there will be efficiencies with sharing resources, keeping consistency and maintaining good practice and quality of service.

Ward Councillors' comments

12. This service is for all children looked after and works across the borough

Performance Issues

13. The service provider produces an annual report that is presented at the Corporate Parenting Panel and the Children, Young People and Vulnerable Adults Commissioning Executive Board.
14. The service provider prepares monthly reports which are reviewed quarterly, the reports include demographic and equalities data, emerging health needs, outcomes from multi-agency partnership working and performance against the key performance indicators.
15. The most recent performance monitoring meeting showed continuous improvement with the targets and maintaining a good quality service.

Risk Management Implications

16. Risk included on Directorate risk register? Yes
17. Separate risk register in place? No
18. The key risks include: procurement, quality and implementation of service.
19. Procurement risk is considered to below risk for the Council due to the value. The 0-19 Health Visiting and School Nursing contract allows for a contract variation. The Contract Procedure Rules 2015 (the CPRs) allow for modifications to be made to contracts in certain circumstances.
20. Quality. The current service provider took over from the previous failing provider. The procurement of the 0-19 service had a robust selection assessment and appointed CNWL. To maintain the high quality service delivery, integration of the two contracts will mitigate the potential of a lower quality service provision.
21. Implementation of the service. The failure to merge the 0-19 service and CLA Health Assessment service will mean an interim arrangement with the current service provider while the Council and the CCG undergo a procurement process. Additional costs will be incurred by undertaking this activity. There would then be a further delay to accommodate the TUPE transfer and mobilisation period.

Procurement Implications

22. The Public Contract Regulations 2015 provides that modifications to existing contracts are permitted without commencing a new procurement where any increase in price does not exceed 50% of the value of the original contract.
23. Consequently the recommendations set out in this report are supported by Procurement as not breaching these conditions.

Legal Implications

24. The modification of the 0-19 Health Visiting and School Nursing contract by adding the CLA Health Assessment Service is permitted by way of the Public Contract Regulations 2015 (the "PCRs"). This is on the basis that a change of provider cannot be made for "*economic or technical reasons*" as it would result in "*significant inconvenience or substantial duplication of costs for the contracting authority*". This change is permissible because it will not result in an increase in the total overall contract value of more than 50% of the original 0-19 Services contract.
25. The changes to the 0-19 Health Visiting and School Nursing Contract will be reflected by way of a Deed of Variation drafted by HB Public Law.

Financial Implications

26. The total contract value is jointly funded by the CCG. There is sufficient budget to fund the Council's contribution of £112k per annum. The Contract term will be in line with the 0-19 service which has a remaining six years contract term. Harrow local authority's total contribution will be £672k over 6 years.

Equalities implications / Public Sector Equality Duty

27. An initial review Equalities Impact Assessment has been undertaken, the overall conclusion of this assessment is that the implications are either positive or neutral in that the integration of the current service will help to improve the health and wellbeing outcomes of Harrow Children Looked After and care leavers.

28. The assessments have not identified any potential for unlawful conduct or disproportionate impact and conclude that all opportunities to advance equality are being addressed.
29. The Children Looked After Health Assessment Annual Report includes data on the equalities profile on the protected characteristics, this is reviewed as part of the on-going contract monitoring process.

Council Priorities

30. The decision to integrate the service will support the Council's priorities of supporting those most in need by giving children and young people the opportunities to have the best start in life and providing healthcare services that meet the needs of Harrow residents.

Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the * Chief Financial Officer
Date: 16 April 2019		

Name: Sarah Inverary	<input checked="" type="checkbox"/>	on behalf of the * Monitoring Officer
Date: 16 April 2019		

Name: Nimesh Mehta	<input checked="" type="checkbox"/>	
Date: 16 April 2019		

Name: Paul Hewitt	<input checked="" type="checkbox"/>	Corporate Director
Date: 11 April 2019		

Ward Councillors notified:	NO as it impacts on all Wards
EqIA carried out:	NO
EqIA cleared by:	There are no changes to the current service which would have any negative impact on service users, staff or the

wider community.

Section 4 - Contact Details and Background Papers

Contact:

Priya Ganatra, People Services Commissioner

020 84209237

Priya.ganatra@harrow.gov.uk

Background Papers: NONE

Call-In Waived by the Chair of Overview and Scrutiny Committee

*(for completion by Democratic
Services staff only)*

YES/ NO / NOT APPLICABLE*

** Delete as appropriate
If Yes, set out why the decision is
urgent with reference to 4b - Rule
47 of the Constitution.*



REPORT FOR: CABINET

Date of Meeting:	30 th May 2019
Subject:	Approval to procure a renewal of the Council's Microsoft licenses.
Key Decision:	Yes The proposed renewal involves revenue expenditure of up to £2.0m
Responsible Officer:	Carol Cutler Director of Customer Services and Business Transformation
Portfolio Holder:	Cllr Adam Swersky Portfolio Holder for Finance and Resources
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	Not applicable
Enclosures:	None

Section 1 – Summary and Recommendations

The purpose of this report is to seek approval to procure a renewal of the Microsoft licenses deployed to devices and infrastructure used by all directorates and members to access the Council's information technology services.

Recommendations:

Cabinet is requested to agree:

1. That the procurement of Microsoft licences to permit the use by the

Council of necessary software and services with an estimated contract value of up to £2m for a period of 3 years be approved;

2. That the Corporate Director of Resources, following consultation with the Portfolio Holder for Finance and Resources, be authorised to agree the contract details including the exact quantity and type of licences to procure; and
3. That the Corporate Director of Resources, following consultation with the Director of Legal & Governance Services, be authorised to enter into the necessary legal agreements/contract with Microsoft.

Reason: (For recommendations)

The Council is an established consumer of Microsoft software products for user devices and infrastructure services. The existing license arrangement (an 'Enterprise Agreement') for Microsoft products comes to the end of its three year term in June 2019. Before licenses are procured it is best practice to review the requirement to ensure only those licenses needed are acquired.

The results of this review are heavily reliant on a recently commissioned project to deploy Windows 10 and Office 365 across the estate. This project includes an assessment of the optimum licensing model which will feed into the best practice review.

The approval to proceed is being requested as it will not be possible for the necessary standard approvals to be received before these reviews are completed, prior to the expiry of the current Enterprise Agreement in June 2019.

Section 2 – Report

Introductory paragraph

Microsoft develops, manufactures, licenses, supports and sells computer software, consumer electronics, personal computers, and related services. Its best known software products are the Microsoft Windows line of operating systems, the Microsoft Office suite, and the Internet Explorer web browser.

The Council has used their products for well over ten years with the result that they are embedded as a core provider of information technology services across the organisation.

Laptop and desktop computers, tablets and related infrastructure all facilitate officers to undertake their work and directly underpin delivery of the corporate priorities for all technology users.

The request to proceed with the purchase of the license renewal will ensure the Council can continue to benefit from the products and services that Microsoft provides.

Options considered

Alternatives to Microsoft Enterprise Agreement

Microsoft, in common with many technology vendors and suppliers, has a strategy to shift their product offerings to the cloud. As a result they are gradually replacing the Enterprise Agreement with a more flexible, cloud aligned model through their CSP (Cloud Solution Provider) programme.

The assessment from the Windows 10 project together with the best practice review of licenses held, will result in a clearer picture of the type of licenses (traditional on premise and/or new cloud) required. Simply renewing the existing licenses has the potential to incur additional cost within the term of the new agreement.

Alternatives to Microsoft Solutions

The Council uses a small number of different solutions from alternative suppliers. The use of these is frequently reviewed to ensure the most functionally rich, cost appropriate solutions are acquired.

Alternatives include Chrome O/S, Linux, Solaris, Android and iOS which are used with point solutions and business applications within the Council. The increased use of these would significantly add to the complexity of the computing environment and the cost of associated support.

The Council has evaluated using Google Docs as an alternative to Microsoft Office. Despite common core functionality and both now being cloud based, the work needed to re-educate users and ensure compatibility with business applications is a significant barrier to the adoption of an alternative to the Microsoft Office suite.

Current situation

The Council has a valid Microsoft Enterprise Agreement which runs to the end of June 2019. On expiry of the agreement, the right to use over 15 products expires so a renewal is required.

Why a change is needed

With the deployment of Windows 10 and Office 365, the Council is shifting from traditional on premise licensing to a cloud based model. This, together with Microsoft transitioning their core products to a cloud based model, necessitates a change in the type and make-up of licenses the Council needs to procure.

Implications of the Recommendation

Resources, costs

The assessment of the Council's Microsoft licensing requirements will be completed by a combination of third-parties and officers.

The Council will receive a license assessment from Sopra Steria in preparation for the deployment of Windows 10 and a number of cloud based solutions from the Office 365 suite.

Additionally, a review has been carried out by an independent external IT consultancy company to identify possible licensing models and areas requiring further validation and possible rationalisation. This feeds into the best practice review being completed by officers working in the IT Client Team.

Microsoft has also offered assistance to finalise the most appropriate type and volume of licenses to procure, by confirming the 'shopping list' prior to engaging with resellers for quotes and making the award.

Staffing/workforce

It is a key deliverable of the Windows 10 and Office 365 project that functional improvements will be provided to all users. The Microsoft renewal will underpin this improvement and will enable more effective ways of working.

The Microsoft Office 365 product allows corporate services to be accessible from a wider number of device types with increased flexibility and mobility.

Devolved application teams planning to move their business systems to the cloud will require the Microsoft renewal to support new ways of working – with a greater emphasis on mobility, improving access to corporate systems at client locations.

Performance Issues

The licence renewal supports the Council in the achievement of its priorities and outcomes, by ensuring officers continue to have the tools needed to do the job in the most cost effective manner.

The licence renewal is a legal construct that provides the Council with the ability to use the vendor's software and services. Holding the appropriate licenses ensures the Council's contractual compliance and assures continued vendor support with security patches, functional updates and remedial assistance.

Failure to renew and continuing to use Microsoft products without the legal title to do so will place the Council at a financial, legal and reputational risk.

Failure to renew with the optimum licensing model will result in increased cost.

Environmental Implications

The Council's ICT strategy to migrate services to the cloud will reduce overall carbon emissions (kg/CO2/user-year). The license renewal will enable this through the shift to the Microsoft's Azure platform, which is the core of their cloud offering.

Carbon emission reductions from the use of cloud based services are driven by efficiencies in Datacentre operations, equipment and infrastructure. The consolidated electricity demand also creates the potential for large-scale purchases of green power that would not be otherwise viable.

Data Protection Implications

Due to the proposed use of Microsoft's cloud based services a Data Protection Impact Assessment (DPIA) will be completed. There will however be no change to the Council's use of personal data.

Microsoft Azure and related tools help to ensure compliance with GDPR data protection requirements by providing ways to secure/encrypt personal data at rest and in transit, detect and respond to data breaches, and facilitate regular testing of security measures.

Microsoft is the first global cloud services provider to publicly offer contractual commitments that guarantee its clients are able to:

- Respond to requests to correct, amend or delete personal data.
- Detect and report personal data breaches.
- Demonstrate compliance with the GDPR.

The Council's Data Protection Officer (Darren Davies) has reviewed and approved the proposal.

Ward Councillors' comments – N/A

Risk Management Implications

Risk included on Directorate risk register?	No.
Separate risk register in place?	Yes.

If the request to decide the type and make-up of Microsoft licenses is rejected:

- There is a risk that the Council will be unable to procure the required licenses in time for the expiry of the Enterprise Agreement, leading to unnecessary expenditure in the short to medium term.

Mitigation of this risk is to reduce the quantity of licenses procured as part of a core requirement and only flex up when the results of the optimisation assessment and the best practice review are finalised.

- There is a risk that the Council will be unable to procure its Microsoft license requirements in time for the renewal date resulting in the Council being non-compliant with the terms and conditions of the vendor's right to use policy.

Mitigation of this risk is to approve the procurement of licenses up to the value of the current budget now, treating as an exception any variance to the budget stemming from changes in type and quantity of the licenses needed.

If the request for delegate authority to purchase the Microsoft renewal and enter into necessary legal agreements is not accepted:

- There is a risk the Council will be unable to procure the most appropriate type and quantity of licenses in time for the expiry of the Enterprise Agreement, leading to unnecessary expenditure in the short to medium term.

Mitigation of this risk is to proactively manage the delivery of the Windows 10 and Office 365 optimisation assessment, fast-track the best practice review and work with Microsoft to ensure the most appropriate licenses are procured by contract expiry.

Procurement Implications

The procurement process will be conducted consistent with and in compliance with the Public Contract Regulation 2015 and our own Contract Procedure Rules.

Microsoft licenses can only be purchased through a network of approved resellers. However most offer Microsoft's standard catalogue products and services through framework agreements.

The route recommended to be utilised for the procurement of the MS licences is the G-Cloud framework managed by the Crown Commercial Service. This framework has been developed in line with EU & UK procurement law. The main benefit of utilising this route is that we do not need to go through the full EU tendering process when awarding work - therefore making the process faster and still maintaining competition and value for money.

It is envisaged that resellers will be invited to quote against the G-Cloud framework. This framework assures a baseline level of quality and social value achievement across resellers, so the selection criteria will be driven largely by price.

The proposed procurement timeline is:

Date (2019)	Activity
April and May	Windows 10 and Office 365 Optimisation Assessment
May	Cabinet approval to procure received
May	Best Practice Review
Early June	G-Cloud procurement
End June	Contract award

Legal Implications

From a governance perspective, the renewal is a business as usual activity, but due to the value of the procurement will require Cabinet approval.

The Microsoft license renewal is a legally binding contract between the reseller and the Council for the provision of rights to use Microsoft's software and services. The Council has no choice in its acceptance of the license terms and conditions - opting not to agree to them results in no right to use the services. However, it should be noted that Microsoft's terms and conditions do not contravene local or applicable international laws.

With licenses likely to be procured using the G-Cloud framework, a standard contract will form the baseline of the agreement and documentation will be reviewed by Legal services prior to signature.

The Council can call-off contracts from lawfully procured framework agreements where it is named generically or specifically as a potential call-off party, the framework is current and the services to be procured are in scope and within the financial envelope under the framework agreement. Using the G-Cloud framework avoids the need for a separate OJEU based procurement process.

The G-Cloud framework allows the Council to award a contract directly to a supplier without doing anything else if only that service meets the Council's requirements.

Financial Implications

The revenue budget for related licenses and services is £668k pa, so £2m over a 3 year term.

The exact budget required to fund the appropriate type and volume of licenses will only be clear after the Windows 10 and Office 365 optimisation assessment and best practice review are completed.

The shift to cloud based services will have some upward impact on per user license costs. However it is anticipated that the new arrangement will be cost neutral – any incremental costs being offset by changes to on premise solutions which will be reduced or decommissioned.

There is no financial impact on the London Living Wage, income collection.

Equalities implications / Public Sector Equality Duty

There are no equality implications to this decision as follows.

- You are developing a new policy, strategy, or service - No
- You are making changes that will affect front-line services - No
- You are reducing budgets, which may affect front-line services - No
- You are changing the way services are funded and this may impact the quality of the service and who can access it - No
- You are making a decision that could have a different impact on different groups of people - No
- You are making staff redundant or changing their roles - No

Council Priorities

Please identify how the decision sought delivers these priorities.

1. Building a Better Harrow

- Create a thriving modern, inclusive and vibrant Harrow that people can be proud to call home
 - Increase the supply of genuinely affordable and quality housing for Harrow residents
 - Ensure every Harrow child has a school place
 - Keep Harrow clean
 - More people are actively engaged in sporting, artistic and cultural activities in ways that improve physical and mental health and community cohesion
- 2. Supporting Those Most in Need**
- Reduce levels of homelessness in the borough
 - Empower residents to maintain their well-being and independence
 - Children and young people are given the opportunities to have the best start in life and families can thrive
 - Reduce the gap in life expectancy in the borough
- 3. Protecting Vital Public Services**
- Harrow has a transport infrastructure that supports economic growth, improves accessibility and supports healthy lifestyles
 - Healthcare services meet the needs of Harrow residents
 - Everyone has access to high quality education
 - A strong and resourceful community sector, able to come together to deal with local issues
 - Harrow continues to be one of the safest boroughs in London
- 4. Delivering a Strong local Economy for All**
- A strong, vibrant local economy where local businesses and thrive and grow
 - Reduce levels of in-work poverty and improve people's job opportunities
 - Harrow is a place where people and businesses invest
- 5. Modernising Harrow Council**
- Deliver excellent value for money services
 - Reduce the borough's carbon footprint
 - Use technology and innovation to modernise how the Council works
 - Improving access to digital services

The proposed license renewal meets the Council priorities and the Harrow ambition plan in terms of 'Be More Business Like and Business Friendly' by implementing new and improved cloud based services which enable the Council to achieve its statutory and legislative obligations

The license renewal and the services delivered with it will empower officers to work more effectively and efficiently and as a result, underpins the administration's priorities.

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels on behalf of the *
Chief Financial Officer
Date: 23/04/2019

Name: Stephen Dorrian on behalf of the *
Monitoring Officer
Date: 17/05/2019

Name: Nimesh Metha on behalf of the *
Head of Procurement
Date: 11/04/2019

Name: Carol Cutler Director
Date: 20 May 2019

MANDATORY
Ward Councillors notified: NO, as it impacts on all Wards
EqIA carried out: NO
EqIA cleared by: The request is for a license renewal which will not alter the equalities impact assessment of the current service provided.

Section 4 - Contact Details and Background Papers

Contact:

Chris Martin,
Programme Assurance,
Transformation and Technology Services
Resources
020 8416 8544
chris.martin@harrow.gov.uk

Background Papers:

- List of current Microsoft licenses
- Review by an independent external IT consultancy

*[Note: Cabinet Decision of 23 April 2015 re: **Background Papers**: ‘That the reference be received and officers be reminded that all Part I background papers be listed on reports presented to Cabinet and that they be published in line with the requirements set out in the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012’.*

Background Papers are documents used to prepare the report and defined as those which:

- relate to the subject matter of the decision, or part of the decision;*
- disclose relevant facts or matters on which the decision or an important part of the decision is based; and*
- were relied on to a material extent in making the decision.]*

<p>Call-In Waived by the Chair of Overview and Scrutiny Committee</p>	<p>YES/ NO / NOT APPLICABLE*</p>
<p><i>(for completion by Democratic Services staff only)</i></p>	<p><i>* Delete as appropriate If Yes, set out why the decision is urgent with reference to 4b - Rule 47 of the Constitution.</i></p>

Existing Microsoft licensing (April 2019)

All currently available licenses are detailed in the table below:

Product Pool	License Product Family	License Version	Effective Quantity	Unresolved Quantity	Active SA Quantity
Applications	Access	2013	3	0	0
Applications	Access	2010	44	0	0
Applications	Access	2007	11	0	0
Applications	Excel	2010	2	0	0

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Applications	Excel	2007	1	0	0
Applications	MapPoint	2011	4	0	0
Applications	Office Professional	Plus 2010	103	0	0
Applications	Office Professional	Plus 2007	33	0	0
Applications	Office Professional Plus	2019	2464	0	2464
Applications	Office Standard	2013	154	0	0
Applications	Office Standard	2010	87	0	0
Applications	Office Standard	2007	68	0	0
Applications	Project	2013	11	0	0

Applications	Project	2010	29	0	0
Applications	Project	2007	9	0	0
Applications	Project for Office 365		50	0	50
Applications	Project Professional	2010	2	0	0
Applications	Project Professional	2007	1	0	0
Applications	Publisher	2010	12	0	0
Applications	Publisher	2007	1	0	0
Applications	Visio Professional	2010	5	0	0
Applications	Visio Professional	2007	6	0	0

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Applications	Visio Standard	2013	10	0	0
Applications	Visio Standard	2010	40	0	0
Applications	Visio Standard	2007	45	0	0
Servers	Dynamics CRM Professional - User CAL	2015	57	0	0
Servers	Dynamics CRM Server	2016	1	0	1
Servers	Enterprise Mobility and Security E3		626	0	626
Servers	Exchange Server - Enterprise	2019	5	0	5
Servers	Exchange Server - Enterprise	2010	2	0	0
Servers	Exchange Server - Standard	2010	5	0	0

Servers	Exchange Server Standard CAL - Device CAL	2010	35	0	0
Servers	Exchange Server Standard CAL - User CAL	2019	2042	0	2042
Servers	Exchange Server Standard CAL - User CAL	2013	41	0	0
Servers	Exchange Server Standard CAL - User CAL	2010	1500	0	0
Servers	Forefront Threat Management Gateway Standard Edition - Per Processor	2010	4	0	0
Servers	ISA Server Enterprise - 1 Processor	2006	1	0	0

Servers	Microsoft Dynamics 365 for Customer Service (on-premises) - User CAL	2019	124	0	124
Servers	Microsoft Dynamics 365 for Sales (on-premises) - User CAL	2019	124	0	124
Servers	Office 365 Plan E3 Cloud Add-On		158	0	158
Servers*	Project Server - Device CAL	2010	2	0	0
Servers*	Project Server - Device CAL	2007	1	0	0
Servers	SharePoint Server	2019	6	0	6
Servers	SharePoint Server Enterprise CAL - User CAL	2019	90	0	90
Servers	SharePoint Server Standard CAL - User CAL	2019	2042	0	2042

Servers	Skype for Business Server	2019	1	0	1
Servers	Skype for Business Server Standard User CAL	2019	2042	0	2042
Servers	SQL - User CAL	2017	19	0	0
Servers	SQL - User CAL	2008 Release 2	15	0	0
Servers	SQL Server - Standard	2017	4	0	0
Servers	SQL Server - Standard	2008 Release 2	2	0	0
Servers	SQL Server Enterprise - 1 Processor	2008 Release 2	6	0	0
Servers	SQL Server Enterprise Core	2017	4	0	4

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Servers	SQL Server Standard - 1 Processor	2008 Release 2	4	0	0
Servers	SQL Server Standard Core	2017	46	0	46
Servers	SQL Server Standard Core	2012	28	0	0
Servers	System Center Configuration Manager Client ML	2019	2042	0	2042
Servers	System Center Endpoint Protection	2012 R2	2042	0	2042
Servers	Visio Online Plan 2		50	0	50
Servers	Windows Remote Desktop Services - Device CAL	2012	160	0	0
Servers	Windows Remote Desktop Services - Device CAL	2008	255	0	0

Servers	Windows Remote Desktop Services - User CAL	2019	1500	0	1500
Servers	Windows Remote Desktop Services - User CAL	2012	549	0	0
Servers	Windows Remote Desktop Services - User CAL	2008	1500	0	0
Servers	Windows Server - Device CAL	2008	868	0	0
Servers	Windows Server - Enterprise	2008 Release 2	35	0	0
Servers	Windows Server - Standard	2012 R2	32	0	26
Servers	Windows Server - Standard	2012	23	0	0
Servers	Windows Server - Standard	2008 Release 2	41	0	0

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Servers	Windows Server - User CAL	2019	2042	0	2042
Servers	Windows Server - User CAL	2012	41	0	0
Servers	Windows Server - User CAL	2008	1500	0	0
Servers	Windows Server Datacenter - 2 Proc	2012 R2	22	0	22
Servers	Windows Server Standard Core	2016	64	0	0
Servers	Windows Web Server	2008 Release 2	1	0	0
Systems	Windows	8 Professional	0	1	0
Systems	Windows	7 Professional	0	6	0
Systems	Windows Per Device	10 Enterprise	0	141	0

Systems

Windows Per Device

10 Enterprise

0

1022

0

433

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REPORT FOR: CABINET

Date of Meeting:	30th May 2019
Subject:	Authority to procure and implement a cloud based Enterprise Resource Planning System
Key Decision:	Yes The proposed project involves revenue and capital expenditure in excess of £500k.
Responsible Officer:	Dawn Calvert Director of Finance, Resources & Commercial Directorate
Portfolio Holder:	Adam Swersky Portfolio holder for Finance and Resources
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	None
Enclosures:	None

Section 1 – Summary and Recommendations

The purpose of the report is to seek cabinet approval to procure a replacement Enterprise Resource Planning (ERP) System which supports the Council's HR, Finance, Payroll, Supplier Management and Corporate Estates back office teams.

Recommendations:

Cabinet is requested to:

1. Grant approval to procure a cloud based ERP system
2. Delegate authority to the Director of Finance, following consultation with the Portfolio Holder for Finance and Resources, to award the contract for a cloud based Enterprise Resource Planning System.
3. Approve the realignment of £1.5m of the existing Resources Capital Budget from 2020/21 to 2019/20 as set out in the financial implications section.

Reason: (For recommendations)

The vendor of the current SAP ERP system has announced that it will not support the application post December 2025 and therefore the Council needs to procure a replacement system.

Section 2 – Report

Introductory paragraph

Background

SAP UK announced that after December 2025, they would no longer support their SAP Enterprise Resource Planning System (ERP) in use by the Council. Harrow commissioned a review in the third quarter of 2018 to establish the total cost of ownership of the current system and evaluate the options available for replacing the system which covers HR, Finance, Procurement and Corporate Estates.

Current situation

The SAP ERP system was installed 13 years ago and is one of Harrow's largest and complex corporate systems with approximately 2000 staff using it. Through discussions with suppliers and key system users within the Council the following drivers for change were established:

- The existing implementation is based upon legacy technology which in 2025 comes to the end of its vendor support lifecycle resulting in increased exposure to risk;
- Through our initial soft market testing suppliers have indicated that it could cost in excess of £2m to keep the current system in support until 2025. This would mean investing £2m in the current system in the short term, knowing that the Council would need to start the migration off the current system in 2023 anyway;
- The current ICT Strategy involves moving applications to cloud based services avoiding the need to retain a data centre on premise;
- There is discontent with the need to perform continuous costly maintenance on the system with no benefit other than to keep the system in support;
- Users of the system find it dated and unintuitive to use;
- The system does not meet future needs to enable agile, mobile working and improved analytics.

Key Considerations

The market research process has indicated that the on-going subscription/support charges for the new system can be covered by the existing revenue budget and that the indicative cost for migrating to a new system are expected to be approximately £4m.

Replacing the current ERP system early, i.e. in 2020 as opposed to 2023, has the following advantages and disadvantages:

Advantages

- The Council avoids maintenance costs arising from the legacy system in the sum of £2m;
- Future business requirements to enable agile, mobile working and improved analytics will be met by 2020. Early access to improved functionality and enhancements that come with the new system;
- The Council avoids costs associated with moving the system into a new data centre when they move to a new building;
- The replacement systems researched are “software as a service” cloud systems which have the advantage of removing the need for costly maintenance as they are inclusive within the annual subscription charges.

Disadvantages

- The Council will be working to a very aggressive timescale.
- Risks that the end of the ICT Partnership could impact the migration and support of the legacy system.

Options Considered

The other option considered is to remain on the legacy system until vendor support runs out in 2025. However remaining on the legacy system after December 2020 has the following disadvantages:

- The Council will have to proceed with maintaining the legacy system at costs of £2m with no perceived benefits to the Council other than keeping the system in support;
- Future needs to enable agile, mobile working and improved analytics will not be met until 2025;
- Continued inconvenience for users of the system who find it dated, clunky and unintuitive;
- The Council will incur further costs associated with moving the system into a new data centre at the point of any move from the current Civic Centre if the system stays ‘on premise’ (costs are unknown). –

This option was discounted as it would only delay the replacement cost by a few years as the project would have to start in 2023 at the latest in order to comply with the 2025 deadline. This would result in a cost to the Council of £6m instead of £4m.

Staffing/workforce

Where possible the plan is to resource the project with existing staff and backfill their posts. It was felt that this would be the best strategy as it provides development opportunities to staff and ensures knowledge is retained in-house. The current system is supported by 3rd party ICT partners whose staff work off site on multiple accounts so there would not be a need to TUPE any staff. That contract comes to an end in October 2020.

Data Protection Implications

There is no change to how the Council use personal data however the data will be moved from an on-site premise to a cloud application. The business requirements for the new system will include compliance with GDPR and this will be thoroughly assessed and tested during the tender and user acceptance process.

The Council's Data Protection Officer is involved in the project and the data protection impact assessment has been completed.

Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? Yes

The key risk to the Council is ensuring that they are on a fully supported system before the end of October 2020. A supported system ensures that updates are provided by the vendor to ensure the Council can meet their legislative obligations for example the implementation of new tax codes from HMRC. This creates a challenging implementation timescale of 12 months.

The mitigation to this issue would be to ensure the contract stipulates that any new supplier takes responsibly for supporting the legacy system if the project is delayed. The Council will also ensure that the project is resourced appropriately to keep within the timetable.

There is a risks that the end of the ICT Partnership could impact the migration and support of the legacy system. For this reason the timetable for migrating to new system is aligned to implement the new system before the end of the ICT Partnership and as already mentioned the new supplier will be required to support the legacy system should the timeline for implementation slip.

Procurement Implications

The Council have explored various procurement strategies, and will either run a competitive procurement process using the restricted procedure or access via the Crown Commercial Services Framework RM3821 and run a mini-competition.

The procurement will commence in June 2019 and a contract will be awarded by September 2019 allowing for a 12-14 month mobilisation/transition phase.

Legal Implications

The new Enterprise Resource Planning System will need to be procured in accordance with the Public Contract Regulations 2015 (PCRs) as its overall value exceeds the required threshold. The procurement process followed will depend upon whether the Council decide to run its own procurement process or call-off from an existing framework.

Should the Council undertake its own procurement exercise, it will be necessary to publish a contract notice in the Official Journal of the European Union (OJEU). However, this will not be necessary if calling off from the Crown Commercial Services' Framework RM3821 which is a correctly procured framework which has been established in compliance with the PCRs with Harrow Council being part of the identifiable group cited within the published OJEU notice. It will then be necessary to run the appropriate mini-competition thereafter. It is advised that officers observe a standstill period and inform any participating suppliers of the outcome of the mini-competition.

Officers are also requested to note any implications arising from the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).

Financial Implications

In terms of revenue budget implications, from the market research undertaken the indications are that moving to a new cloud based system could reduce support costs but in worst case will not exceed costs already covered from the existing revenue budget. At the point of tender award it will become clearer if there is any revenue budget saving which could be offered as a budget saving.

In terms of capital budget implications, there is provision in the existing capital programme of £4m which will cover the contract award, project resources and 3rd party IT support.

The current Capital budget is in the 2020/21 financial year. There is a requirement to bring forward £1.5m of the Capital Budget from 2020/21 into 2019/20 as the expectation is that the new system will be in place by December 2020.

Equalities implications / Public Sector Equality Duty

There are no Equality implications to this decision as follows.

- You are developing a new policy, strategy, or service - No
- You are making changes that will affect front-line services - No
- You are reducing budgets, which may affect front-line services - No
- You are changing the way services are funded and this may impact the quality of the service and who can access it - No

- You are making a decision that could have a different impact on different groups of people - No
- You are making staff redundant or changing their roles - No

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The proposal meets the Council priorities and the Harrow ambition plan in terms of 'Be More Business Like and Business Friendly' by implementing a new and improved cloud bases system which meets all our statutory, legislative requirements and business needs.

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the * Chief Financial Officer
Date: 21 May 2019		
Name: ...Sarah Inverary	<input checked="" type="checkbox"/>	on behalf of the * Monitoring Officer
Date: 21 May 2019		

Section 3 - Procurement Officer Clearance

Name: ...Lisa Taylor.....	<input checked="" type="checkbox"/>	on behalf of the * Head of Procurement
Date: 21 May 2019		

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Director of Finance
Date: 21 May 2019		

MANDATORY

Ward Councillors notified:

NO

EqlA carried out:

YES – no implications identified as per the EQIA section of the report.

EqlA cleared by:

If '**NO**' state why an EqlA is not required for Cabinet to take a decision

Section 4 - Contact Details and Background Papers

Contact:

Sharon Daniels, Head of Strategic & Technical Finance Deputy S151,
Direct Telephone No. 020 8424 1332
Email: Sharon.Daniels@harrow.gov.uk.

Background Papers: None

Call-In Waived by the Chair of Overview and Scrutiny Committee

(for completion by Democratic Services staff only)

YES/ NO / NOT APPLICABLE*

** Delete as appropriate
If No, set out why the decision is urgent with reference to 4b - Rule 47 of the Constitution.*



REPORT FOR: CABINET

Date of Meeting:	30 May 2019
Subject:	Cabinet Advisory Panels, Consultative Forums and Appointment of Chairs
Key Decision:	No
Responsible Officer:	Hugh Peart, Director of Legal and Governance Services
Portfolio Holder:	Leader of the Council
Exempt:	No
Decision subject to Call-in:	No
Wards affected:	All
Enclosures:	Appendix 1 - Panels & Consultative Forums - Memberships, Chairs and Nominated Members

Section 1 – Summary and Recommendations

This report sets out the memberships of Cabinet Panels and Consultative Forums, including the Chairs and Nominated Members. The Terms of Reference of the bodies are set out in the Council's Constitution.

Recommendations:

That the Membership of Cabinet Panels and Consultative Forums, the Chairs and Nominated Members of the Panels and Consultative Forums be confirmed.

Reason: (For recommendation)

To confirm appointments and to allow the Panels to be constituted.

Section 2 – Report

Introductory paragraph

Members of Council bodies are appointed in accordance with the wishes of the political groups. The names of the Members, including the Chairs and Nominated Members, are set out at Appendix 1 to the report.

Options considered

There were no options to be considered.

Financial Implications

There are no financial implications arising from this report.

Equalities implications / Public Sector Equality Duty

There are no equalities implications associated with this report.

Corporate Priorities

This report has no direct effect on the Corporate Priorities.

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 17 May 2019		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 21 May 2019		

Ward Councillors notified:

NO, as it impacts on all
Wards

EqIA carried out:

N/A

EqIA cleared by:

N/A

Section 4 - Contact Details and Background Papers

Contact:

Elaine McEachron, Democratic, Electoral and Registration Services Manager

Email: elaine.mceachron@harrow.gov.uk

Tel: 020 8424 7694 or Internal Ext 2097

Background Papers: Council's Constitution

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=1092&MId=64338&Ver=4&Info=1>

**Call-In Waived by the
Chair of Overview and
Scrutiny Committee**

NO

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CABINET ADVISORY PANELS 2019/2020

(Membership in order of political group nominations)

Labour

Conservative

(1) CORPORATE PARENTING PANEL (6)

(4)

(2)

**I.
Members**

**Sue Anderson
Angella Murphy-Strachan (CH)
Christine Robson
Chloe Smith**

**Janet Mote *
Lynda Seymour**

**II.
Reserve
Members**

1. Simon Brown
2. Dean Gilligan
3. Rekha Shah
4. Maxine Henson

1. Dr Lesline Lewinson
2. Chetna Halai

(CH)

= Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

(2) HARROW BUSINESS CONSULTATIVE PANEL (4)

(2)

(2)

**I.
Members**

**Jeff Anderson (CH)
Kiran Ramchandani**

**Norman Stevenson *
Bharat Thakker**

**II.
Reserve
Members**

1. Adam Swersky
2. Antonio Weiss

1. Ramji Chauhan
2. Susan Hall

(CH)

= Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

(3) MAJOR DEVELOPMENTS PANEL (7)

	(4)	(3)
I. Members	Ghazanfar Ali Keith Ferry (CH) Varsha Parmar David Perry	Marilyn Ashton Stephen Greek * Paul Osborn
II. Reserve Members	1. Jeff Anderson 2. Simon Brown 3. Niraj Dattani 4. Kiran Ramchandani	1. Bharat Thakker 2. Anjana Patel 3. Norman Stevenson

(CH)

= Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

(4) TRAFFIC AND ROAD SAFETY ADVISORY PANEL (7)

	(4)	(3)
I. Members	Peymana Assad James Lee Jeff Miles (CH) David Perry	Christopher Baxter John Hinkley Ameet Jogia *
II. Reserve Members	1. Kareema Marikar 2. Phillip O'Dell 3. Kiran Ramchandani 4. Sasi Suresh	1. Vina Mithani 2. Lynda Seymour 3. Ramji Chauhan

(CH)

= Chair

(VC)

= Vice-Chair

* Denotes Group Members on Panels for consultation on administrative matters.

To note the membership of the following informal bodies.

Labour

Conservative

CONSTITUTION REVIEW WORKING GROUP (5)

(3)

(2)

**I.
Members**

**Simon Brown
Keith Ferry (CH)
Graham Henson**

**Paul Osborn *
Norman Stevenson**

**II.
Reserve
Members**

1. Jeff Anderson
2. Pamela Fitzpatrick
3. Varsha Parmar

1. Amir Moshenson
2. Chris Mote

(CH)

= Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

MEMBER DEVELOPMENT WORKING GROUP (5)

(3)

(2)

**I.
Members**

**Jeff Anderson
Sue Anderson (CH)
Niraj Dattani**

**Jean Lammiman *
Mina Parmar**

**II.
Reserve
Members**

1. Simon Brown
2. Pamela Fitzpatrick
3. Natasha Proctor

1. Janet Mote
2. Kanti Rabadia

PLANNING POLICY WORKING GROUP (7)

(4)

(3)

**I.
Members**

**Ghazanfar Ali
Simon Brown
Keith Ferry (CH)
Sachin Shsh**

**Marilyn Ashton
Stephen Greek *
Bharat Thakker**

**II.
Reserve
Members**

1. Peymana Assad
2. Christine Robson
3. Kiran Ramchandani
4. Ajay Maru

1. Pritesh Patel
2. Norman Stevenson
3. Anjana Patel

SOCIAL SERVICES EXECUTIVE BODIES

ADOPTION PANEL (1)

I. Christine Robson
Members

FOSTERING PANEL (1)

I. Christine Robson
Members

[Note: In relation to the Adoption Panel, the statutory guidance states that 'where possible, the Local Authority should appoint an elected member from the corporate parenting group or a member with responsibility for children's services.']

CLINICAL COMMISSIONING GROUP JOINT WORKING BODIES

CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP (2)

I. Christine Robson (CH) Janet Mote
Members

CONSULTATIVE FORUMS

“ADVISORY” COMMITTEES ESTABLISHED UNDER SECTION 102(4) OF THE LOCAL GOVERNMENT ACT 1972, APPOINTED BY CABINET

(Membership in order of political group nominations)

Labour

Conservative

(1) EMPLOYEES’ CONSULTATIVE FORUM (7)

Council Representatives

(4)

(3)

I. Members

**Pamela Fitzpatrick
Graham Henson
Angella Murphy-Strachan
Adam Swersky**

**Camilla Bath
Philip Benjamin
Mina Parmar**

II. Reserve Members

1. Ghazanfar Ali
2. Varsha Parmar
3. Kiran Ramchandani
4. Sachin Shah

1. John Hinkley
2. Pritesh Patel
3. Susan Hall

(CH)

= Chair

*

Denotes Group Members for consultation on Delegated Action and/or administrative matters.

[Note: In accordance with the Forum’s Terms of Reference, the Council membership should include the Leader and/or Deputy Leader, Portfolio Holder with responsibility for human resources].

Employee Representatives: (minimum of one to a maximum of three representatives from each recognised Trade Union)

UNISON Representatives
GMB Representative:
Teacher Representatives

Darren Butterfield, Gary Martin, Davis Searles
Pamela Belgrave
Louise Crimmins (National Union of Teachers), Anne Lyons (National Association of Headteachers),
(1 vacancy)

(Note: The Chair of the Employees’ Consultative Forum shall be a Council side representative in 2019/20, and the Vice-Chair is to be appointed by the Employee side. These appointments shall thereafter alternate in succeeding years).

JOINT ARRANGEMENTS COMMITTEE

**WEST LONDON ECONOMIC PROSPERITY BOARD (5) (1 Member, 1 Reserve)
(Joint Committee of the Boroughs of Barnet, Brent, Ealing, Harrow and Hounslow)**

	Labour	Conservative
	(1)	(0)
I. Members	Graham Henson	-
II. Reserve Members	1. Keith Ferry	-



REPORT FOR: CABINET

Date of Meeting:	30 May 2019
Subject:	Timetable for the Development of the Council's Policy Framework
Key Decision:	No
Responsible Officer:	Hugh Peart, Director of Legal and Governance Services
Portfolio Holder:	Leader of the Council
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix A – Timetable for Plans and Strategies

Summary and Recommendations

This report advises Cabinet of the timetable for consideration of the plans and strategies comprising the Council's Policy Framework.

Recommendations: That the timetable for the preparation and consideration of the plans and strategies set out at Appendix A be noted and the Monitoring Officer be authorised to vary the timetable if appropriate.

Reason:

To comply with paragraph 3 of the Budget and Policy Framework Procedure Rules in Section 4C of the Council's Constitution.

Introduction

2.1.1 The Council's Constitution sets out the process for the development of the policy framework at paragraph 3 of the Budget and Policy Framework Procedure Rules. In accordance with the Local Authorities (Functions and Responsibilities) Regulations 2000, any approval to the following Plans and Strategies is reserved to the Council:

- Local Implementation Plan (formerly the Local Transport Plan)
- Community Safety Plan (formerly the Crime and Disorder Reduction Strategy)
- Youth Justice Plan

Under the Constitution, the Council's Corporate Plan and Equalities Objectives are also reserved to the Council. Additionally, in 2016 Cabinet agreed that the Corporate Parenting Strategy be submitted for consideration and approval to Cabinet and Council.

The proposed timetable for consideration of the Local Implementation, Community Safety, Youth Justice and Corporate Plans and Corporate Parenting Strategy are set out at Appendix A.

2.1.2 The Constitution requires Cabinet to determine, at the start of each Municipal Year, a timetable for the consideration of the plans and strategies that are required to be made in that year. The timetable at Appendix A shows the dates for consideration of those plans by the Overview and Scrutiny Committee (if appropriate), Cabinet and Council.

2.1.3 The Overview and Scrutiny Committee shall receive any proposed plan or strategy in sufficient time for the proposals to be included in the agenda for a scheduled meeting of the Committee and for it to make a report or recommendations to the meeting of the Council that is to consider the plan or strategy concerned. The Council shall not agree a plan or strategy until the Overview and Scrutiny Committee has had the opportunity, subject to the need for the statutory deadlines to be met, to consider the proposals.

2.1.4 On consideration of a relevant plan or strategy the Council may decide to:

- (a) adopt the Executive's proposals;
- (b) amend the Executive's proposals;
- (c) refer the proposals back to the Executive for further consideration;
- (d) substitute its own proposals in their place.

If the Council decides to adopt the Executive's proposals, that decision becomes effective immediately. If the Council decides to amend, refer back or substitute the proposals that decision shall come into effect after 5 clear working days from the day on which the Council meeting makes its decision.

If, however, the plan or strategy has been amended or substituted, and before the expiry of the 5 clear working days period, the Leader of the Council may give notice to the Director of Legal and Governance Services that they object to some or all of the amendments made by the Council. In these circumstances the matter shall be referred to the next scheduled meeting of the Executive.

The Executive may agree the proposals of the Council, reaffirm its original proposals, or make further amendments. The decision of the Executive shall then be referred back to the Council. The Council can agree the proposals of the Executive or amend the proposals. The decision made by the Council then becomes effective immediately.

- 2.1.5 Members should note that when the Council approves a plan or strategy it will also specify the extent of any variation that may be undertaken by the Executive. Other than in accordance with the procedure for urgent matters set out at paragraph 5 of the Rules, the Executive may only make such other changes to a plan or strategy as have been agreed by the Council.
- 2.1.6 Once the Council has determined a plan or strategy the Executive shall publish it, including on the Council's website.

Legal Implications/Financial Implications

There are no financial or legal implications other than those mentioned in the main body of the report.

Risk Management Implications

Failure to publish the Plans may result in the Council failing to meet its statutory obligations.

Council Priorities

The impacts on delivery of the Corporate Priorities will be addressed in the reports on the individual plans and strategies. This report has no direct effect on the Corporate Priorities.

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels



on behalf of the
Chief Financial Officer

Date: 29 April 2019

Name: Caroline Eccles



on behalf of the
Monitoring Officer

Date: 16 May 2019

Contact Details and Background Papers

Contact:

Elaine McEachron, Democratic, Electoral Services and Registration Services
Manager

Tel: 020 8424 7694 or Internal Ext 2097

Background Papers:

Council's Constitution

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=1092&MId=62460&Ver=4&Info=1>

**Call-In Waived by the
Chair of Overview and
Scrutiny Committee**

NO

TITLE	OVERVIEW AND SCRUTINY COMMITTEE	CABINET MEETING	COUNCIL MEETING
1. Local Implementation Plan	The London Mayor's transport strategy (MTS) was approved by the GLA in February 2018. The current Harrow LIP2 therefore needed to be replaced by a new LIP3 from 2019/20 to incorporate the policy changes in the MTS. A draft LIP3 was approved for consultation by Cabinet in September 2018 and then subject to a full public consultation in September / October 2018. The Overview & Scrutiny Committee reviewed the consultation results in November 2018 and the amended draft LIP3 was submitted to TFL for comments. These were received in December 2018 and further amendments were made to accommodate them. As delegated by Cabinet in September 2018 the Portfolio Holder for Environment following consultation with the Corporate Director – Community agreed the final draft LIP3. This was subsequently submitted to TFL in February 2019 for Mayoral approval. Cabinet will receive a report in May 2019 to recommend adoption of LIP3 to the meeting of Council in July 2019.		
457 2. Community Safety Plan (formerly Crime and Disorder Reduction Strategy)	4 June 2019	11 July 2019	18 July 2019
3. Youth Justice Plan	4 June 2019	11 July 2019	18 July 2019
4. Corporate Plan	11 February 2020	13 February 2020	27 February 2020
5. Corporate Parenting Strategy	n/a	12 September 2019	28 November 2019

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REPORT FOR: CABINET

Date of Meeting:	30 May 2019
Subject:	Appointment of Portfolio Holder Assistants
Key Decision:	No
Responsible Officer:	Hugh Peart, Director of Legal and Governance Services
Portfolio Holder:	Councillor Graham Henson , Leader of the Council
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 – Job Description of Portfolio Holder Assistant

Section 1 – Summary and Recommendations

This report sets out the proposals by the Leader of the Council for named Portfolio Holder Assistants, the Wards they represent and their area of responsibility under the identified Cabinet Member.

Recommendations: Cabinet is requested to approve:

- (i) the appointment of the identified Portfolio Holder Assistants and responsibilities and note that these supersede previous appointments;
- (ii) the payment of Special Responsibility Allowance (SRA) to the Portfolio Holder Assistants with the implementation date of 30 May 2019.

Reason: (For recommendation)

To enable the support to Cabinet Members in terms of information provision and management, to contribute to and ensure an effective decision making framework as part of the democratic process.

Section 2 – Report

Introductory paragraph

2.1 The Local Government Public Involvement in Health Act 2007 requires the elected Leader of the Council to notify the information set out below:

- name of Deputy Leader of the Council;
- names of Cabinet Members and their delegated authorities (ie Portfolios).

2.2 The Cabinet may also appoint Portfolio Holder Assistants without any decision making powers, to assist Cabinet Members in undertaking the full extent or part of their roles effectively. Details of appointments are set out below for approval. A relevant generic job description is attached at Appendix 1 to fully outline the extent of their duties. It is recommended that the level of SRA payment of £2,100 pa will be effective from the date of the Cabinet meeting.

Portfolio Holder Assistants

The following Councillors are notified appointed as Portfolio Holder Assistants, without any formal decision making powers.

Portfolio Holder Assistant	Identified Remit	Responsible Cabinet Member/Portfolio
Councillor Ajay Maru (Kenton West Ward)	Business	Councillor Keith Ferry Deputy Leader Regeneration, Planning and Employment
Councillor Angella Murphy-Strachan (Edgware Ward)	Corporate Parenting	Councillor Mrs Christine Robson Young People and Schools
Councillor Chloe Smith (Rayners Lane Ward)	Communications	Councillor Graham Henson Leader of the Council Strategy, Partnerships Devolution and Customer
Councillor Dan Anderson (Harrow on the Hill Ward)	Engagement with local groups	Councillor Sue Anderson Community Engagement and Accessibility

Portfolio Holder Assistant	Identified Remit	Responsible Cabinet Member/Portfolio
Councillor David Perry (Malborough Ward)	Regeneration	Councillor Keith Ferry Deputy Leader Regeneration, Planning and Employment
Councillor James Lee (Edgware Ward)	Community Cohesion East	Councillor Krishna Suresh Community Cohesion and Crime
Councillor Maxine Henson (Roxbourne Ward)	Resilient Harrow	Councillor Simon Brown Adults and Public Health
Councillor Niraj Dattani (Kenton East Ward)	Innovation	Councillor Adam Swersky, Finance and Resources
Councillor Peymana Assad (Roxeth Ward)	Community Cohesion West	Councillor Krishna Suresh Community Cohesion and Crime
Councillor Sarah Butterworth (Harrow on the Hill Ward)	Youth initiatives	Councillor Mrs Christine Robson Young People and Schools

Options considered

None.

Performance Issues

It is anticipated that the appointment of these roles will enhance an effective decision-making process in terms of democratic delivery and thereby deliver an improved experience for residents.

Environmental Impact

No specific environmental impacts beyond a contribution to smoother decision making process being put in place.

Risk Management Implications

The Council's Corporate Risk Register addresses decision making and this area would fall within this category.

Risk included on Directorate risk register? Yes

Separate risk register in place? No

Legal Implications

The Council's Constitution provides for the appointment of Portfolio Holder Assistants. The role has no decision making powers in relation to the Portfolio, whether or not the relevant Portfolio Holder is absent. Portfolio

Holder Assistants shall not participate in or vote on the scrutiny of matters within their identified remit as approved by Cabinet.

Financial Implications

The Portfolio Holder Assistant role attracts an SRA (Special Responsibility Allowance) of £2,100 per annum. Only one SRA payment may be made to a Member, in addition to the Basic Allowance. The cost of the SRAs will be contained within the budget for Members' allowances

Procurement Implications

None.

Equalities implications / Public Sector Equality Duty

There are no direct equalities implications.

Council Priorities

The Council's vision: **Working Together to Make a Difference for Harrow**

The appointment of Portfolio Holder Assistants to various Cabinet Members will contribute indirectly to the Council Priorities of:

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families.

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 17 May 2019		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 20 May 2019		

Ward Councillors notified:	NO, as it impacts on all Wards
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EqIA carried out:

NO

EqIA cleared by:

N/A

Section 4 - Contact Details and Background Papers

Contact: Elaine McEachron, Democratic and Electoral Services Manager

Tel: 020 8424 1097

Email: elaine.mceachron@harrow.gov.uk

Background Papers:

Council's Constitution

<http://www.harrow.gov.uk/www2/ieListMeetings.aspx?CId=1092&Info=1&bcr=1>

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NO

Job Description - Portfolio Holder Assistant

A Portfolio Holder Assistant (PHA) may be appointed to support a Portfolio Holder or Portfolio Holders in carrying out their duties in a variety of ways. For example:

- (a) A PHA may be appointed to assist a Portfolio Holder in all his/her duties or to assist in a particular specific area.
- (b) A PHA may be appointed to assist several Portfolio Holders in a particular specified area which is covered by more than one Portfolio Holder.
- (c) A PHA may be appointed to assist two or more Portfolio Holders in different specified areas.

On appointment, the specific duties of the PHA must be specified and will be subject also to the following general considerations. PHAs have no decision-making powers.

Within their specified duties, PHAs will:

1. Keep abreast of best national practice and new initiatives and brief the Portfolio Holder accordingly.
2. Assist the Portfolio Holder in establishing and maintaining professional, effective and efficient working relationships with opposition groups, Chairs of Committees and with other Councillors.
3. Undertake such responsibilities as may arise or be required from time to time other than decision-making.
4. Deputise as required for the Portfolio Holder within the limits or conditions set by the Portfolio Holder where this does not require direct Executive decision taking.
5. Assist the Portfolio Holder to manage their workload and deal with such issues or projects (whether long term or time limited) as shall be agreed with them.
6. Develop direct, effective working contacts with Corporate Directors, Directors and Heads of Service and their staff and external partners, and assist the Portfolio Holder with maintaining effective policy and management links with them.
7. Act as a point of contact for the Portfolio Holder within the relevant political group.
8. Advise and support the Portfolio Holder on particular and ad hoc issues and opportunities arising from their own participation in Council activity and externally, and also on strategic issues.
9. Help to promote specific media opportunities relating to key projects, with regular feedback to the Portfolio Holder.

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